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**INYUVESI
YAKWAZULU-NATALI**

**THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC
DEVELOPMENT PROJECTS IN ETHEKWINI MUNICIPALITY: A CASE STUDY OF
INANDA, NTUZUMA AND KWAMASHU**

by

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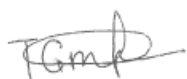
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DECLARATION

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DEDICATION

To the Holy Trinity, Father, Son and Holy Ghost. And to the social Kingship of Jesus Christ in the world.

LISTS OF ABBREVIATIONS AND ACRONYMS

ABM	Area Based Management
ANC	African National Congress
AsgiSA	Accelerated Shared Growth Initiative for South Africa
AU	African Union
BRICS	Brazil, Russia, India, China and South Africa
CBOs	Community-Based Organizations
CDWPs	Community Development Workers Programmes
DBSA	Development Bank of Southern Africa
DEDT	Department of Economic Development and Tourism
DPME	Department of Planning Monitoring and Evaluation
DPLG	Department of Provincial and Local Government
EPWP	Extended Public Works Programme
ES	Equitable Share
EU	European Union
GTZ	German Agency for Development Cooperation
GDP	Gross Domestic Product
GEAR	Growth Employment and Redistribution
GNP	Gross National Product
IDP	Integrated Development Plan
INK	Inanda, Ntuzuma and KwaMashu
LA21	Local Agenda 21
LED	Local Economic Development
MDGs	Millenium Development Goals
MIG	Municipal Infrastructure Grant
MMR	Mixed Method Research
PPP	Public-Private–Partnership
NDP	National Development Plan
NEPAD	New Partnership for Devevelopment
NOIR	Nominal, Ordinal, Interval level and Ratio scale
NSDP	National Spatial Development Perspective

NGOs	Non-Governmental Organizations
NPG	New Public Governance
NPM	New Public Management
IAP2	International Association for Public Participation
OECD	Organization for Economic Co-operation and Development
PPPs	Public-Private Partnerships
RDP	Reconstruction Development Programme
SMMEs	Small Medium Micro Enterprises
SADEC	South African Development Communities
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
SOEs	State Owned Enterprises
SPSS	Statistical Package for the Social Sciences
UN	United Nations
WB	World Bank
WHO	World Health Organization

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ABSTRACT

The objective of the study was to explore the role of multi-stakeholder engagement in Local Economic Development (LED) in eThekweni Municipality. The LED has been utilized for several decades by the countries of the North with an aim of shifting from the top-down approach. The number of scholars state that this concept has been introduced throughout the world by different governments with an idea of embracing the bottom-up and people-centred approach. The idea behind this approach is to empower all relevant stakeholders in developing partnership with localities. Generally, the LED in South African perspective is associated with co-operatives and Small Medium and Micro Enterprises (SMMEs). The LED in the post-1994 era in South Africa has entrenched the constitutional mandate of the municipalities to ensure the active participatory and optimal allocation of scarce resources to communities. Due to the number of changes introduced by the ANC-led government since the demise of apartheid, the LED is supported by numerous legal frameworks and, hence it is still an unfunded mandate. These policies and legal documents include the Reconstruction Development Programme (RDP), Growth Employment and Redistribution (GEAR), The Constitution of the Republic of South Africa 1996, Municipal Systems Act 32 of 2000, National Spatial Development Perspective (NSDP) and Integrated Sustainable Rural Development Strategy (ISRDS) just to name a few. The existing literature states that in the developing countries in general and with reference to South Africa the little success that has been made by the LED. The study employed pragmatist paradigm in order to attain the study's aims and objectives. The study also adopts the mixed-method research which draws from the population of 218 people and 165 participants participated in this study through the usage of in-depth interviews, focus group discussions and survey questionnaires to obtain data. The thematic analysis and Statistical Package for the Social Sciences (SPSS) was used to analyse the collected data. The study revealed that multi-stakeholder engagement is very good in LED projects in eThekweni Municipality. The study further revealed that eThekweni Municipality has to ensure and make use of informal and formal structures such as Community Development Workers (CDWs), CBOs, NGOs, Ward committees and community mobilizers to ensure active citizenship participation. However, some of the are groups are more dominant than others. The study recommended that all stakeholders, including the society, private sector, business forums, local leaders, donors and voluntary organizations should be involved in all projects in eThekweni Municipality.

CHAPTER ONE: INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

This study focused on exploring the role of multi-stakeholder engagement in Local Economic Development (LED) in eThekweni Municipality in areas including Inanda, Ntuzuma and KwaMashu (INK). By definition, LED is a tool or developmental strategy in which various stakeholders work together in creating a conducive domain for promoting sustainable development, poverty reduction and job creation within a defined geographical area (Zikhali *et al.*, 2014; Strydom, 2016; Khambule, 2014; Forrest and Jali, 2012). However, LED strategy is often hindered from achieving the desired objectives by a number of factors. Chief among these factors is the lack of community engagement. Multi-stakeholders engagement refers to the involvement of various parties in a certain jurisdiction, such as local leaders, officials, communities and business people in decision making processes aimed at improving the standard of living in society (Luthuli and Houghton, 2015). Against this backdrop, this proposed study seeks to gain insight into the role of multi-stakeholder engagement, as well as the defined nature on LED projects in eThekweni Municipality. In addition, the study sought to explore the extent to which LED is being practised and the level of multi-stakeholder engagement in eThekweni Municipality.

1.2 Background to the Study

After the demise of apartheid in 1994 marked beginning of an era of new policies and legal structures being implemented by the new democratic government in order to reduce the imbalances of the past in the society. The *Municipal Systems Act 32 of 2000* highlights the importance of aligning municipal strategic goals with the Integrated Development Plan (IDP) of each municipality in order to achieve the goals of LED. Moreover, *the Local Government Transition Act 209 of 1993* states that it is important that LED (as a pro-growth initiative) takes into consideration the macro-economic and micro-economic strategies at local level to address existing challenges. Rodriguez-Pose *et al.*, (2013) state that for many decades, the top-down approach has led to the ineffectiveness of LED, while by contrast the bottom-up strategies are key in ensuring sustainability and growth in local government. Nationally, the *Constitution of the Republic of South Africa of 1996* mandates local government to support the economic growth of local communities through LED. This mandate is also emphasized in the *White Paper on Local Government of 1998* to require municipalities to create employment and

enhance local business (Kanyane, 2008). Similarly, the *Constitution of the Republic of South Africa of 1996* gives legitimacy to local government to encourage the collective engagement of relevant stakeholders pertaining community development projects (Nkuna, 2007).

The closest sphere of government with considerable influence on service delivery and the social welfare of communities is local government. Koma (2010) notes that Section 152 of the *Constitution of the Republic of South Africa* demands the municipalities to uplift communities and provide basic services through active citizen participation. The *Municipal Systems Act 32 of 2000* effects this provision of the Constitution by establishing a conducive environment that enhances socio-economic development at the municipal level. Moreover, the effective implementation of LED projects relies on the total dependency and execution of democratic policy directives.

Problems facing the implementation of LED in eThekweni Municipality are according to studies by (Mashau and Houghton, 2015; Gilmore and Chasomeris, 2015) lack of capacity; unclear legal frameworks; lack of coordination between the spheres of government; lack of funding; over-dependence on foreign donors such as the European Union (EU) and the German Agency for Development Cooperation (GIZ); lack of active community engagement and the existing gap between IDP and LED. Numerous studies, including those by (Koma and Kuye, 2014; Moyo, 2007; Reddy and Wallis, 2012) highlight that most municipalities in South Africa are faced with various obstacles that hamper LED projects from succeeding. According to Nel and Rogerson (2005b), LED projects are mainly focusing on poverty reduction initiatives rather than being a developmental strategy.

It is confirmed that even in the new dispensation, the rate of poverty, inequality and uneven distribution of resources is still an impediment to LED (Koma and Kuye, 2014; Moyo, 2007; Reddy and Wallis, 2012). However, very few studies that have been conducted in eThekweni Municipality. Therefore, there is not much literature on the implementation of LED in eThekweni Municipality. Most of these studies have shown that the LED programmes and projects have achieved very limited success in eThekweni Municipality since the dawn of democracy in 1994 (Dladla, 2012; Robbins, 2010; Luthuli and Houghton, 2015). It is not clear why this has been the case.

1.3 Research Problem

The *Constitution of the Republic of South Africa of* (1996) states that the LED should be implemented in a manner whereby municipalities introduce socio-economic initiatives that are compatible with national and provincial programmes. The *White Paper on Local Government* (1998) has emphasised municipalities working together with communities and other sectors in South Africa to address challenges and uplift the standard of living of local communities. There are LED units that seek to establish forums, proper networks and the implementation of strategies. Most LED projects are funded by the European Union (EU), the German Agency for Development Cooperation (GIZ), the Development Bank of Southern Africa (DBSA), the Municipal Infrastructure Grant (MIG), Equitable Share (ES) and other donors (Kanyane, 2008).

The implementation of LED in local government faces several challenges, such as the limited involvement of businesses, lack of ethics and incompetence of public officials and lack of training and development (Gerwel, 2011). Similarly, Khumalo and Thakhathi (2012) enumerate the factors that pose problems in the execution of LED in numerous municipalities in South Africa such, as unskilled personnel, lack of public participation and poor coordination of spheres of government. Ultimately, this results in failing to implement successful LED programmes in South African municipalities. These challenges have hindered the LED programmes at local municipalities. There is some written evidence which suggests that these identified challenges have continued to cause service delivery backlog (Matlala and Motsepe, 2015). Consequently, a number of violent actions and service delivery protests occur in a number of municipalities vis a vis poor implementation of LED projects in South Africa (Phago, 2005).

Several studies including (Raco, 2000; Nekwaya, 2007; Siphuma, 2009; Chirenje *et al.*, 2013a; Tesfay, 2016) show an increased interest in assessing the importance of community participation. For instance, Chirenje *et al.* (2013b) explored the role of multi-stakeholders in the implementation of community-based programmes in Africa. These studies reveal that inclusive participatory initiatives play a significant role in integrating communities and business people. There are also indications that political heads are not in favour of active citizen engagement. Similarly, Siphuma (2009) examined the role of citizen participation in the IDP in the Thumela Municipality and established that little has been achieved in the bureaucratic

system, with dysfunctional ward committees that are even fail to make quorum a during official meetings. A comprehensive study by, Tesfay (2016) illustrates how multi-stakeholder engagement in Ethiopia can address the poverty and inequality with the use of their indigenous knowledge systems. The multi-stakeholder engagement is the key solution to challenges in the globalized world (Roloff, 2008). Most important is that emerging multi-stakeholder engagement has involved various actors working together to find solutions in many nations (Machado, 2015). Several studies on multi-stakeholder engagement have been undertaken by various researchers over the years. Surprisingly, the role of multi-stakeholder engagement in LED has not been closely examined, particularly in eThekwini Municipality. Consequently, nothing much that is known about the role of multi-stakeholder engagement in LED projects in eThekwini Municipality.

1.4 Aim of the study

Drawing on Hammond and Luiz (2016) stakeholder theory with reference to eThekwini Municipality, the aim of the study attempts to critically explore the role of multi-stakeholder engagement in LED projects in eThekwini Municipality. Furthermore, this study provided recommendations that can be used to enhance the role of community participation in LED projects and indicates the gaps for future studies.

1.5 Research Questions

1. What is the current state and level of multi-stakeholder engagement in LED projects in eThekwini Municipality?
2. What are the challenges that face multi-stakeholder engagement in the implementation of LED in eThekwini Municipality?
3. What is the impact of LED projects in eThekwini Municipality?
4. To what extent is there any congruence between LED projects and IDP in eThekwini Municipality?
5. What is the role of foreign donors in the implementation of LED projects in eThekwini Municipality?

1.6 Research Objectives

The research objectives of this dissertation specify the fundamental aim. The key aim of the study is to assess the role of multi-stakeholder engagement in LED projects in eThekweni Municipality. The main objectives of this study are:

1. To ascertain the current state and level of local economic development in eThekweni Municipality.
2. To identify the challenges that face multi-stakeholder engagement eThekweni Municipality in the implementation LED projects.
3. To determine the impact of LED in eThekweni Municipality.
4. To examine the congruence between LED and IDP in eThekweni Municipality.
5. To investigate the role of foreign donors in the implementation of LED projects in eThekweni Municipality.

1.7 Rationale for the study

The study offers some important insights into how multi-stakeholder engagement can be significant to the socio-economic development of local government. The importance and the originality of this study are founded on the premise that it explores the role of citizen participation in LED projects in eThekweni Municipality. The findings should make an important contribution to the field of LED as this study seeks to discover the challenges that hinder LED projects being fruitful and seeks to provide solutions and recommendations. In this regard, the research further suggests the importance of inclusive participatory elements as key components in decision-making processes. Lastly, this study enhances and contributes to the current body of knowledge about LED, both in the developed and developing world and both in theory and practice.

1.8 Definition/clarification of concepts

Globalization: This buzzword, which is very popular in the twenty-first century, refers to the multi-national integration of countries, states, kingdoms and regions to address issues pertaining to political, economic, social, cultural, diversity and technological landscapes around the globe (Irani and Noruzi, 2011). Globalization implies “changes, opportunities and

threats and not all territories across the world have the same capacity and tools to make the world an even playing field”(Rodríguez-Pose and Crescenzi, 2008). This concept has improved the networks and interconnections between states and nations, nonetheless, this also poses some uncertainties and hostility in various parts of the world (Kajtez and Gostović, 2017). More and more over the centuries, the world is becoming smaller through the advancement of technology, global partnership, benchmarking and global market.

Integrated Development Plan: This is an official document that has been adopted and utilized by local municipalities in South Africa to allocate scarce resource equitably and also for the government of the day to use as a guide for planning, management, budgeting, oversight and making decisions (Mathebula *et al.*; Maphunye and Mafunisa, 2008; Sebei, 2013). Valeta and Walton (2008) define the IDP as the strategic document of each municipality in accomplishing the developmental goals for a stipulated period of years in accordance with the City Council’s term of office. Moreover, Phago (2009) states that the IDP is encapsulated in the *Municipal Systems Act 32 of 2000* to attain the optimal provision of goods and services at a municipal level, ensuring the engagement of different parties that have an interest in improving the provision of services.

Local Economic Development: There is no universal definition for this concept. Hence, various scholars have several definitions. Canzanelli (2011) defines LED as the tool employed to boost the economic activities of localities in a well-defined area. Some American LED experts define LED as the use of available resources to create economy and generate employment for local people (Bartik, 2003; Trah, 2004). Nel and Rogerson (2005a), the well renowned scholars on LED in the South African context, define LED as an inclusive strategy to develop the economy through the exploitation of scarce resources in a well-defined area. Moreover, Helmsing and Egziabher (2005) consider LED “as the system whereby various stakeholders in a particular domain work together to utilize and manage available resources to generate employment and boost the economy”. Moreover, Khambule (2018a) defines LED as a strategy that involves various parties who are interested in uplifting communities through poverty reduction and employment generation initiatives.

Non-Governmental Organizations (NGOs): Lewis (2010) defines NGOs as the third sector in the provisioning of goods and services voluntarily working together with communities, government and business sector in various aspects. Werker and Ahmed (2008) define NGOs

as entities that are operating independent of government and politics. The majority are Faith-Based Organizations (FBOs) that carry out various functions, particularly in the low-income countries through donations from international agencies and corporations. In same the vein, Samuel (2013) states that NGOs are not-for-profit, voluntary, people-centred they are independent from government and political space; and they are bound to maintain good governance for the common good of communities. Mostashari (2005) states that there are two types of NGOs: are operational ones that involve immense work in terms of administration, organizing, budgeting, communication and personnel, while advocacy ones perform similar duties but are smaller in terms of size and budget allocation.

Poverty: First and foremost, there is no universal and precise definition of poverty as it involves a number of components concerning human beings, such as ‘physical, emotional, mental and spiritual factors due to a lack of certain necessities (Anyanwu, 1997). In this regard, poverty is very multi-dimension and it can be related to poor nutrition; health-related problems; lack of access to basic services; an insufficient standard of education and development that leads to adversity and socio-economic exclusion (Mashau, 2006). It refers to the individuals or groups living below a reasonable income and who fails to provide necessities for oneself or a family, namely food, shelter, security, education, health, clean water and sanitation (Taiwo and Agwu, 2016). The World Bank and United Nations measure poverty by an individual who spends less than 1.5 US dollars per day (Richmond, 2007). In the same vein, Aderonmu (2010) claims that poverty is an international and widespread phenomenon in both developed and developing countries; Nonetheless, the existing literature depicts that rural-based communities are more prone to poverty. In the local perspective, KwaZulu Natal, Eastern Cape and Limpopo out of nine provinces have the highest rates of poverty (Armstrong *et al.*, 2008). However, there are numerous poverty reduction initiatives worldwide funded by various governments and voluntary institutions worldwide in fulfilling the UNMDGs set one of their goals to halve extreme poverty and hunger by 2015 globally (Buhaerah, 2016; Mashau, 2006).

Public Participation: Very often, many people use this concept interchangeably with community participation in their daily business. However, there is a distinction between these two terms. Chikerema (2013) defines public participation as the involvement of affected stakeholders in decision-making processes, while community participation is for the chosen few. Ross *et al.* (2016) assert that public and community participation are not similar terms but are linked in essence. On the other hand the community participation does cater for the chosen

few and large portion of the population is excluded (Mathebula, 2015). Furthermore, Schroeter *et al.* (2016) address public participation as the voluntarily engagement of different actors in the daily running of the governance of an organization or an institution.

Small Micro Medium Enterprises (SMMEs). The literature defines this mechanism as the form of small businesses addressing the imbalances and inequalities of socio-economic conditions, either in cities or out of cities (Malefane, 2013). Some scholars define SMMEs as the entrepreneurial means of generating employment, poverty reduction and skills development (Booyens, 2011; Chimucheka, 2013). SMMEs in the South African context have several categories based on turnover and the number of employees, namely “survivalist, micro, small and medium” according to the *National Small Business Act of 102 of 1996* (Sibanda, 2013). In terms of legality, SMMEs in South Africa are enshrined in the White Paper on Small Business of 1995, the Constitution of South Africa of 1996 and the National Small Business Act of 1996 (Brijlal *et al.*, 2014). Nevertheless, over the years, SMMEs in South Africa have faced a number of limitations that involve funding, capacity building, competitiveness and monitoring and oversight (Koma, 2012).

1.9 Limitations of the study

In a research context, the word ‘limitations’ refers to situations and occurrences beyond a researcher’s control that might lead to the failure of the study (Simon and Goes, 2011). Additionally, every study has its own limitations irrespective of the nature of the study, research methodology, research design and data collection tools (Simon and Goes, 2013). Practically, in this study there were various limitations that arose such as time constraints, the non-availability of respondents and financial resources.

1.10 The dissertation structure

The study comprises of six comprehensive chapters. The *initial* chapter introduces the study and describes or presents its background, research problem, preliminary literature review, research questions and objectives of the study, rationale, limitation of the study and dissertation outline. The *second* chapter review the literature on LED from the global and continental perspectives as well as theoretical frameworks underpinning the study, which involve the Weberian theory, New Public Management, Network Governance and the Ladder of Participation. The *third* chapter provides the contextualizing of LED and public participation

in South Africa. The chapter underscores and outlines the nature of LED and community participation in eThekweni Municipality. This chapter further discusses the role of NGOs and SMMEs in public participation and LED, as well as considering the legal frameworks pertaining to LED and public participation in South Africa. The *fourth* chapter presents the research methodology utilized in the study. The chapter describes the research paradigm, research design, sampling methods, study site and data collection tools to be employed in the study. The chapter also outlines the ethical considerations and limitations of the study. The *fifth* chapter consists of findings that involve data analysis and interpretation using themes, codes, tables, graphs, illustrations and discussions. The *sixth* chapter summarises the entire study, suggest recommendations and draws conclusion on the study. The recommendations provided aimed to assist the eThekweni Municipality to address challenges to the role of multi-stakeholder engagement in LED projects. eThekweni Municipality officials and relevant stakeholders have to recognise these challenges in the proper implementation of LED projects.

1.11 Chapter Summary

This chapter outlined the background to the study. The research problem statement, definition of terms and preliminary literature review was discussed. The research objectives and questions were highlighted. The rationale and the limitations of the study were briefly outlined. Lastly, the chapter provided the structure of the dissertation. In the next chapter, the literature review and theoretical frameworks aligned with multi-stakeholder engagement in South Africa were presented.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORKS

2.1 Introduction

This aim of this study was to explore the role of multi-stakeholder engagement in LED projects in eThekweni Municipality. This chapter begins with discussing the literature reviewed on LED in various places globally and locally. Additionally, the purpose of this chapter was to outline the theoretical frameworks that underpin underpins this study. Various theories were taken into consideration for multi-stakeholder engagement. The chapter also considers the relevance of Arnstein's ladder of participation in this study.

2.2 The international experience on LED

A plethora of literature has been published on LED globally. These studies have shown that LED emerged in the high-income countries of the North namely the United States of America, United Kingdom and other countries in order to address socio-economic imbalances (Rodríguez-Pose and Tijmstra, 2005; Rogerson, 2009). This shows that LED has been universally accepted by the world community over the last few decades. Considering the results, little has been achieved by low and middle-income countries as compared to the high-income countries of the North in terms of economic development and transformation. The authors also argue that it is necessary for developing countries to address the issues of bridging the void between the central and local government in supporting local entrepreneurial initiatives. Furthermore, the collective engagement of relevant role-players is key in enhancing local businesses and, as Patterson (2008) noted, that ways to maintain this collectiveness in community participation is vitally important.

Recent evidence suggests that the international experience of LED, brought new perspectives on inclusive citizenry, skills development and capacity building (Hicks, 2016; PARILLA and LIU, 2018). Drawing from the American experience, Hicks (2016) introduced the notion of decentralization rather than centralization. These concepts seek to instill a culture of autonomy and engagement amongst stakeholders in the provisioning of services. Similarly, Weinstein and Partridge (2015) describe the US local government in uplifting local communities of the cities and paying more attention in human resource training in government institutions and

local municipalities. Likewise, if municipalities are bettering the lives of communities, the rate of unemployment and poverty declines. They draw on their experiences and resources, including financial resources, to introduce programmes of this nature to uplift communities, which is not easy due to unnecessary problems such as unethical behaviour. Investing in local communities creates a conducive environment to improve the socio-economy and standards of living of local people (Reese, 2014). However, the major challenges of these studies regarding developed countries are sometimes not compatible with developing countries such as South Africa and Zimbabwe.

2.3 The Organization for Economic Co-operation and Development's experience on

LED

Recently, considerable literature has developed around LED in the high-income countries of the North since the 1970s. A phenomenological study of the Organization for Economic Co-operation and Development (OECD) countries reviewed the connection between LED and SMMEs involving the use of proper policy making to boost local businesses and uplift underprivileged communities Nolan (2003). Nolan (2003) study shows that the promotion of small business is gaining popularity in the twenty-first century, clearly becoming a way of creating employment and income generation. However, SMMEs and businesses are hampered by certain factors, namely unclear co-ordination of various sectors, limited financial support, rigid policies and corruption. The study further states that government, even in developed countries, has several programmes to be accomplished such as social welfare and the safety and security of communities (p.79). He also argues that the governments in OECD countries have introduced business education into the school curricula to cultivate the culture of job creators rather than job seekers (p.80). Considering spatial inequalities, thus encompass undesired results and, as Acs and Malecki (2003) noted, businesses situated in big cities have an advantage to prosper more those which are in rural areas.

In the global economy, LED has become a central issue for economic growth (Kisman and Tasar, 2014). Drawing from the OECD experience, Kubičková *et al.* (2017) have introduced the concept of 'decentralization' rather than 'centralization', portrayed by Acs and Malecki. The term seeks to show that SMMEs should not be located in urban areas only. Likewise, Martinčík and Šlehoferová (2014) indicate that European governments have been in various programmes to overcome regional inequalities across the European continent. They draw on their available resources such as human capital, land and capital to formulate and improve

policies to reduce regional disparities and achieve regional competitiveness. Decentralization decreases the level of out-migration, inequalities and brain drain and increases the competitiveness of the area (Martinčík and Šlehoferová, 2014; Kubíčková *et al.*, 2017).

More scientific studies have meanwhile brought new perspectives of geographic equalities (Díaz Dapena *et al.*, 2018; Deslatte *et al.*, 2018). Drawing from an American perspective, Morgan (2010) introduced the notion of ‘the bottom-up approach’ in contrast to a ‘top-down approach’ portrayed by Acs and Malecki (2003). The term seeks to highlight that Public-Private-Partnerships (PPPs) in local government is the tool to respond to clients’ needs, rather than as the central government which works in the conventional way. Similarly, Deslatte *et al.* (2018) show that the US local government through the use of NGOs and PPPs can deliver services efficiently and effectively in a sustainable way. They draw on their knowledge and available resources, including financial and human resources, to respond to client’s need and avoiding ‘wicked’ problems like poor service delivery. These authors argue that inclusive participatory measures are ‘reality’, not ‘illusion’ and, as in any democracy, use their discretion in response to client need (Deslatte *et al.*, 2018; Morgan, 2010).

However, the researchers have not elaborated much on how the OECD countries can teach the low-income countries to develop their own economies sustainably. Furthermore, these studies are mainly focusing on service delivery over time. Consequently, the key problem with these studies is the indication that developing countries are not learning to sustain themselves as they keep on depending on external donors and foreign investors.

2.4 The Brazilian experience on LED

LED in Brazil has become a key instrument of addressing socio-economic inequalities and the centralization of power with central government. Empirical studies bring alive the Latin American perspective that falls under the developing countries. A case study of Brazil regarding production and spatial disparities show, for example that the North Eastern regions are faced with perpetual inequalities and the Gross Domestic Product (GDP) is negatively impacted (Schettini and Azzoni, 2013). The Schettini and Azzoni (2013) study shows that Brazil relies on agricultural productivity and manufacturing for economic growth. However, recent studies highlight that the agricultural and manufacturing sector are hindered by regional inequalities that lead to poor productivity, unemployment and the brain drain. They continued to state that if the actors in society do not come into play, more problems will emanate from

this situation, in particular the presence of government (p.23). The authors also argue that the presence of government with other players can be the mechanism to uplift communities and boost the economy of Brazil in the competitive global market (p.23). Inactive community participation therefore affects the LED initiatives. Helmsing (2001) also notes that active community engagement in Latin America is a challenge that needs attention.

More recent empirical work has meanwhile brought a new perspective on active community engagement (Helmsing, 2016; Corradi, 2016). Drawing from the Latin America experience, Corradi (2012) introduced the notion of ‘decentralization’ to contrast with the ‘centralization’ portrayed by Helming. These terms appear to show that collaboration amongst government, the private sector and communities in providing customers’ needs in society is essential. Similarly, Barberia and Biderman (2010) posit that the Brazilian government should be more involved with non-governmental actors in transforming communities. These authors argue that community engagement and clear policies are a requirement in response to people’s need.

However, there are limited studies of LED in Brazil. Some of the studies are conducted in Portuguese and limit this researcher in generating the literature. The serious weakness with these studies is that of focusing on particular geographic areas. Hence, there is a great need for future studies on LED in Brazil.

2.5 The African experience on LED

Extensive research has shown that the amount of literature on LED in Africa is steadily on the rise. An interesting study on LED in the African perspective illustrates that over four to five decades, this developmental strategy is of continental importance in different ways specifically in the countries of the South (Reddy and Wallis, 2012). Their study shows that economic development became an accepted part of community life, clearly influencing its daily exercise on the African continent. Moreover, the authors state that in many countries in Africa, the central government is still in command of programmes, rather than regional and local government initiatives. However, LED is still addressing the inequalities and poverty rather than being developmental on the African continent (Banchirigah and Hilson, 2010). Banchirigah and Hilson (2010) continue to state that most of the informal businesses in rural areas are unable to sustain themselves due to brain drain and financial constraints (p.162-163). The authors also argue that most farming in Sub-Saharan Africa (SSA) region is for household

consumption rather than commercial farming that is used for commodity exportation (p.164). The number of instabilities over half a century in Africa had negative impact on socio-politics and the economy of the continent (Binns *et al.*, 2005; Rogerson, 2005) noted that the proper form of addressing the African problems is through African solutions to decentralize power to accommodate all stakeholders.

In the new global economy, decentralization has become a pivotal factor for good governance on the African continent (Essia, 2015; Mensah *et al.*, 2017). Drawing from African experience Crook (2003) notes that the multi-stakeholder engagement introduced the notion of political decentralization to contrast with the “elite capture”. The term seeks to highlight that decentralization can enhance transparency and accountability in different spheres of government rather than centralizing power by the minorities. Moreover, Crook (2003) describes LED in Africa as the mechanism that aims to mobilise a variety of groups in the society to create opportunities and reduce poverty. These authors draw on their local knowledge in facilitating poverty reduction programmes through informal business to address the “worthless” problems like social ills (Crook, 2003; Essia, 2015; Mensah *et al.*, 2017). These authors argue that decentralization is “useful” not “useless” and, like any community, use their own preference system to provide basic services to the end-users (Mensah *et al.*, 2013; Crook, 2003). However, regarding the studies in the field of LED in Africa few researchers have been able to highlight the importance of IKS, as much of the research focuses on the scientific knowledge. Consequently, the key problem with these studies is that they underestimate local knowledge and make use of foreign epistemologies.

2.6 The South Africa experience on LED

In the new global economy, LED has become a central strategy for economic development at the municipal level. Proches, Bodhanya, & Hardman’s (2012) theoretical paper states that LED in South Africa was initiated in early 1990s to create employment and boost local business through the utilization of limited physical and human resources. Their study shows that small businesses are becoming instrumental in the livelihood of communities and the country’s economy. However, the authors highlight the challenges that need to be addressed such as out-migration, inequalities and unemployment that lead to service delivery backlogs in South Africa. They continued to state that developing countries need to restructure and accommodate a variety of role-players and invest in human resources (p.581). The authors also argue that the

recent global economic crisis has introduced transformation in the way in which municipalities, departments and institutions have to keep up with global economic trends and dynamics. The imbalances of the past need to be addressed in an appropriate way and, as Nel (2001) also noted, the way to achieve economic development is through the collective engagement of different actors in society.

Recently, literature has grown around the theme of community engagement (Kamara, 2017). Drawing from the South African perspective, Nyawo and Mubangizi (2015) introduced the notion of “collectivism” contrasting with “individualism”. This notion sought to highlight that citizen engagement is of vital importance in order to respond to people’s needs rather than bureaucratic government with rigid inflexible principles. Likewise, Hofisi *et al.* (2013) describe how South African municipalities should attract the relevant actors to advance the democratic requirement of boosting socio-economic development at the local government level. They draw on their local experience and available resources, involving financial resources to fund the LED programmes because such activities receive limited funding from the government. These authors argue that active community engagement is ‘everyone’s business not the ‘chosen few’ and, working together, using available physical and human resources in response to client need (Hofisi *et al.*, 2013; Nyawo and Mubangizi, 2015).

In essence what have been learnt from the reviewing the literature that historically, the LED in the well-developed countries such as North America and Europe have been adopted many years ago as the change agent. The LED strategies used in the countries of the North and of the South are not similar. In reviewing literature the role of various stakeholders have been highlighted. Moreover, scholars have various perspectives on LED and public participation. Several questions were answered in the reviewing literature such as the role of foreign donors on LED and the impact of LED in other places. Furthermore, other questions were not answered in reviewing literature, hence the study sought to answer concerns through the empirical study by collecting primary data.

2.7 Theories underpinning Multi-Stakeholder Engagement Local Economic Development

This study has adopted two public administration theories that involve the New Public management and the ladder of Participation. These theoretical frameworks underpin this study

and inform the different systems of service delivery that has emerged over the century, throughout the world. Objectively, these theories have their strengths and weaknesses, but for this study they are of great significance. More or less the theories mentioned above are instrumental to multi-stakeholder engagement and LED.

2.7.1 Multi-Stakeholder Engagement and New Public Management

The New Public Management (NPM) theory emerged in the 1980s, primarily, NPM was adopted by the countries of the North by incorporating the elements of the private sector into the public sector to deliver services (Osborne, 2010). Therefore, various private sector principles were introduced such as performance management, competitiveness, efficiency and customer care (Hope Sr, 2001). In a real sense, the NPM from the beginning was mainly for wealthy English-speaking countries, “Anglophone”, which are Great Britain, the United States of America, Australia and New Zealand, and the rest of the world followed (Pollitt and Bouckaert, 2017). Later, the NPM was also adopted by developing countries, namely India, Latin America and the rest of the African continent as a strategy to outsource service to the non-profit organization (NPOs), State-Owned Enterprises (SOEs) and private sector to ensure marketization and partnership (Bessant *et al.*, 2015). Similarly, Mutereko and Ruffin (2018) state that the NPM was recently adopted by developing countries to assess the performance of officials and introduce a culture of privatization in governmental institutions. In a similar vein, Larbi (1999) points out that the first-world countries suffered terrible consequences of old-fashioned theory and opted for the contingency of restructuring the public sector to cope with the global market and increase benchmarking with the NGOs and private sector in providing services. In relation to service delivery and LED, NPM theory includes more actors to narrow the gap between government and other sectors in the general welfare of the state. However, the NPM theory fails organizations and governments in allocating resources equitably due to inadequate openness and accountability amongst the stakeholders involved (Myeni and Mvuyana, 2015).

This study employs the NPM theory to explore the use of business concepts that can improve LED projects through investments and skills development. By indicating the concept of managerialism, the NPM provides a comprehensive analysis of encouraging competition in the public sector. Its consideration of decentralization and decolonization the distribution of services from the government as a sole service provider. This leads to the involvement of the

private sector, State Owned Enterprises (SOEs) and NGOs to develop cost-effectiveness and responsiveness to people's needs. NPM plays a critical role in assessing the challenges emanating from the Weberian Hierarchy model, such as a lack of openness, accountability, centralized power and unresponsiveness to the problems of the current era. Furthermore, LED is based on decentralization, accountability, transparency and responding to the needs of the community in order to alleviate poverty and enhance the livelihood of communities.

2.7.2 The ladder of Public Participation

The ladder of public participation emerged in the 1960s in the USA based on Arnstein's work on urban planning to provide a distinction between various degrees of power (Collins and Ison, 2009). Arnstein (1969) states the significant view that "participation without the redistribution of power is an empty and frustrating process for the powerless" (p.216). A considerable amount of literature claims that the thinking behind the ladder of public participation is based on Arnstein (Arnstein, 1969; Mapuva, 2014). Arnstein's Ladder of Participation consists of eight 'levels' of participation under three categories, namely "Non-participation, Tokenism and Citizen Power" (Hartay, 2011). Arnstein's Ladder of Participation comprises "eight rungs with two levels of non-participation (Manipulation and Therapy); three degrees of tokenism (Informing, Consultation and Placation); and three degrees of citizen power (Partnership, Delegated Power and Citizen Control)" (Mak *et al.*, 2017). The ladder consists of the degree of participation, which includes non-participation that involves manipulation and therapy. These first two rungs imply that citizens have nothing to do with the decision-making process as they are influenced by the elite and technocrats (Gershman, 2013). The next level is the degree of tokenism that involves informing and consultation that allows the disadvantaged groups to participate in policy-making processes. Hence, power remain with the upper class or chosen few (HARUȚA and Bianca, 2010). The fifth rung of the ladder is placation; which is the highest degree of tokenism in which the citizens have a right to provide advice but the authority of taking decisions still remains with the "haves" (Lane, 2005). Lastly, citizen power consists of partnership; delegated power and citizen control that enables citizens to participate in decision-making processes (Tritter and McCallum, 2006).

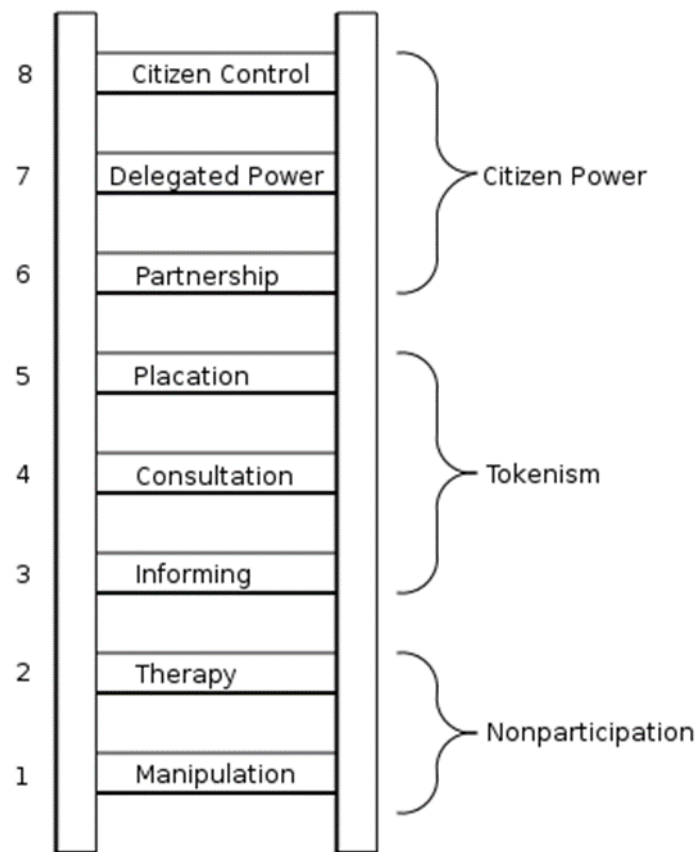


Figure 2.1: Arnstein's Ladder of Participation

Source: Adapted from Arnstein (1969)

The ladder of public participation has been used by a number of scholars in various disciplines. Mapuva and Muyengwa-Mapuva (2014) in Zimbabwe used the ladder of participation to study the relationship between elected politicians and citizens with a focus on the SADC region's political system. Collins and Ison (2006) used Arnstein's ladder of participation in addressing policy-making pertaining to environmental management in the EU. Likewise, Tritter and McCallum (2006) utilized the ladder of participation in examining the role of stakeholders in the healthcare systems of developed countries. Nonetheless, the ladder of public participation has been heavily criticised for various reasons. Numerous scholars have criticized Arnstein's ladder of participation for citizen engagement and power-sharing (Bruns, 2003). Similarly, the ladder of participation is where the participation is being exercised by the chosen few in society (Carpentier, 2016). Arnstein ladder of participation was questionable due to limited power-sharing and other stakeholders were not involved in decision-making processes and there were minimum levels of power-sharing.

Using Arnstein ladder of participation, one can see that in eThekweni Municipality there are degrees of participation between the communities and the municipal executives in policy-making. The ladder of participation entails non-participation and participation. This is similar to the degree of citizen power versus tokenism. The ladder of participation confirms that active participation is the top level of the ladder, which is citizen power. Citizen power informs the communities through various structures and forums, participating in the decision-making processes in the IDP hearings, izimbizo, Community-Based Planning (CBP) and via media platforms.

2.8 Chapter Summary

The main aim of this chapter was to discuss the nature of LED from global and continental perspective that involves both developed and developing societies to gain an understanding of successes and failures that occur regarding LED. Furthermore, this chapter illustrated the theories that underpin the study based on literature to guide the researcher. In moving forward these theories that underpin this study show the strengths and weaknesses of theories, namely, NPM and Ladder Participation. The application of these theories in this study provides an insight into various kinds of leadership styles and administration of government in society.

CHAPTER THREE: THE CONTEXTUALIZING OF LED AND PUBLIC PARTICIPATION IN SOUTH AFRICA

3.1 Introduction

In order to explore the role of multi-stakeholder engagement in LED, this chapter discusses LED from the South African perspective in general, with specific reference to eThekweni Municipality as one of the eight metropolitan municipalities. In addition, the various role-players or bodies related to LED projects will be discussed. Furthermore, the chapter describes the policy frameworks and macro-economic policies in the post-1994 era in South Africa.

3.2 Public Participation and LED in South Africa

Of late, there has been renewed interest in understanding the implications of active multi-stakeholder engagement in South African municipalities. Qwabe and Mdaka (2011) support the notion of community engagement in every ward in all municipalities across the country. This idea is advocated by international communities in many democratic states, such as South Africa. Multi-stakeholder engagement is encapsulated in numerous legal documents in South Africa. Moreover, several policies and laws promote community engagement, such as the *Constitution of the Republic of South Africa*, *Municipal Systems Act of 2000*, *Municipal Structures Act of 1998*, *Municipal Financial Management Act of 2003*, *Municipal Property Act of 2004* and the *White Paper on Local Government of 1998* (Madzivhandila and Maloka, 2014; Bob, 2018).

Multi-stakeholder engagement has received considerable scholarly attention in the past two decades (Nzimakwe and Reddy, 2008; Kanyane, 2008; Gray and Mubangizi, 2009; Ntshakala and Nzimakwe, 2013). For instance, Reddy and Govender (2013) allude to the fact that public participation is a vital aspect of the democratic government as it is a constitutional mandate in which every role-player should be involved in all decision-making processes to ensure good governance. In an extensive study, Asmah-Andoh (2015) highlights the importance of inclusive community participation, which has been supported by the UN. Similarly, Silima and Auriacombe (2013) relate that the involvement of citizens such programmes are the global requirement supported by the UN since the introduction of the Millennium Development Goals (MDGs) through the democratization and decentralization the of allocation of resources throughout communities.

Despite this development, there is increasing concern that LED and service delivery are being stifled by the lack of active public participation in a number of municipalities across the country. According to Reddy and Nzimakwe (2008), community participation is not functioning well because ward committees are not trained on local government. Additionally, the ward committee members are not given adequate stipends or incentives, making it difficult for them to participate fully in their offices to foster accountability and transparency.

In essence, research has established that municipalities must play a role in advancing the lives of the citizens and must provide solutions to challenges that are being faced through working with other parties (Ntshakala and Nzimakwe, 2013). If these findings are accurate in the South African context, without sufficient involvement and proper consultation of stakeholders in local government to stimulate LED, service delivery objectives will be unattainable (Maxegwana *et al.*, 2015). Practically, multi-stakeholder engagement is the best mechanism in ensuring optimal the allocation of basic services.

3.3 The current status of LED in eThekweni Municipality

Much considerable research on LED in eThekweni Municipality (Robbins, 2010; Marais, 2010; Rogerson and Rogerson, 2010; Gilmore and Chasomeris, 2015). For instance, Rogerson and Rogerson (2010) show that most viable and vibrant LED initiatives and projects are booming in the South African big cities, namely eGoli, Tshwane, eThekweni and Cape Town, while most of the rural-based municipalities and cities are struggling. Marais (2010) holds the view that over several decades, the eThekweni Municipality in KwaZulu Natal (KZN) has been the main economic hub of this province. However, the nearest rural-based municipalities have limited success in LED since they receive funds from the EU through Gijima projects and the Department of Economic Development and Tourism (DEDT). Furthermore, they are not economically viable. Likewise, the majority of municipalities in KZN are struggling due to out-migration, skills attrition, inadequate services and insufficient sources of revenue (Houghton *et al.*, 2013).

Apart from the limited success that has been achieved, such as Contract Participation Goals (CPGs) within eThekweni Municipality, intense levels of unemployment, brain drain and skills deficiency exist. The eThekweni Municipality has a number of catalytic projects, namely Dube Trade Port, Point Waterfront, Riverhouse Valley Industrial Estate, Inner City Warwick

Avenue, Cornubia Development, Zibambele Projects and Extended Public Works Programme (EPWP) (Robbins, 2010). Despite the cited challenges, Houghton (2016) confirms that eThekweni Municipality is negatively impacted by the high rate of joblessness; high demand for basic services; skills shortage; spatial-racial segregation and disparities in the communities. As such, eThekweni Municipality and other spheres of government and non-governmental sectors should finance SMMEs, provide adequate training and have in place robust monitoring and evaluation mechanisms (M&E) (Lekhanya and Dlamini, 2017).

3.4 The congruence between the IDP and LED

Numerous studies have established that the linkage between LED and IDP are the pillars of economic development in all municipalities in South Africa. For instance, Gunter (2005) examined the contents, progress and effect of IDP and LED amongst 23 municipalities in Mpumalanga Province in South Africa. In the study, Gunter argues that LED should be derived from the IDP of each municipality. LED and IDP are inseparable tools for local government in terms of service provision. To add, Malefane and Mashakoe (2008) hold the view that the relationship between the IDP and LED is supported by several legal frameworks such as the *Constitution of the Republic of South Africa of 1996*, the *Local Government Municipal Systems Act, 2000*, and the *Local Government Transition Act, 1993*. Koma and Kuye (2014) assert that the establishment of the IDP in the new dispensation aims at the equitable allocation of services, public participation, reducing unemployment and poverty. Similarly, Mashamaite and Madzivhandila (2014) add that in the post-apartheid era in South Africa, the IDP is a very useful tool in responding to the needs of people at the municipal level in the country and it also plays a huge role in service delivery by enhancing transparency, accountability and poverty reduction.

One of the most significant current discussions in the relationship between LED and IDP is challenges that hinder proper service provision, namely poor citizen engagement; the lack of adequate resources; unfunded mandates and poor inter-governmental relation amongst different sectors (Mashamba, 2008). Evidence suggests that a notable number of people in most provinces are not educated, have poor basic services and a high level of unemployment (Manana, 2016). By indicating all these shortcomings in the number of municipalities regarding the LED and IDP, there is no other way that local government can achieve its constitutional mandate without the alignment of these two inseparable instruments.

LED officers and managers are unable to understand their own IDPs. Evidently, in numerous municipalities in South Africa, senior officials and political office bearers do not seem to understand the importance of IDP as the developmental document (Gunter, 2005). It is noted that programmes are only based on providing basic services, rather than economic growth (Koma and Kuye, 2014; Bogopane, 2012b). Subban *et al.* (2016) assert that the National Development Plan (NDP) through municipal IDPs aims to address the rate of poverty, disparities, and unethical behavior nationwide, with the intention of involving all related parties. In another study, Maphunye and Mafunisa (2008) state that the adoption of the IDP by the Department of Provincial and Local Government (DPLG) was on a legal basis in the new dispensation to give rise to the active participation of various institutions and parties so that ultimately “the democratic values and principles enshrined in the Constitution of South Africa can be upheld”. There are many similarities amongst the municipalities in South Africa that lead to lack of service delivery because of disintegration of the municipal IDP and LED.

3.5 The role of foreign donors in LED in eThekwin Municipality

The existing body of research on LED suggests that most of the LED initiatives over the years in South Africa have been supported by Non-Governmental Organizations (NGOs) and foreign donor funds. Kanyane (2008) holds the view that a number of LED projects in South African municipalities are funded by local and also international donor funds, namely the Developmental Bank of Southern Africa (DBSA), European Union (EU), Canadian Government and the German Agency for Technical Cooperation (GIZ). Similarly, Rogerson (2010) states that the LED is an “unfunded mandate” in which municipalities do not have funds for LED programmes, as a result of which domestic and international donor funds support these programmes. Moreover, a numerous LED programmes in South Africa are being supported by the business sector as “pro-poor or pro-growth projects”, not only financing but also capacity development and benchmarking (Reddy and Wallis, 2012).

However, numerous studies established that even though several LED projects in eThekwin are funded by the EU and other donors, the municipality is still unable to sustain these projects (Marais, 2010). To corroborate with Marais, Kaye (2012) posits that a wide range of LED projects in KwaZulu Natal receive lucrative funding from the EU under the flagship of the Gijima projects.

3.6 The role of Non-Governmental Organizations in supporting LED

Non-Governmental Organizations (NGOs) are important components of service delivery and play a key role in poverty alleviation, skills development, health-related issues and job creation. In the last two decades in South Africa there has been an increase in NGOs that are funded within and outside the country. In South Africa since the 1980s, there has been a rapid increase of NGOs as they play a key role in socio-economic growth (Heinrich, 2001; Habib and Taylor, 1999). During the apartheid regime, some races were marginalized and others were privileged regarding the quality of services they received from the government in South Africa. Consequently, NGOs emerged in the democratic regime to address the imbalances of the past within communities (Mazibuko, 2000). A number of NGOs in South Africa are church-based NGOs to support vulnerable groups in society mainly, to fight poverty in the form of soup kitchens. It should be noted that the churches in South Africa have been instrumental in fighting poverty mainly through soup kitchens (van der Merwe, 2014). Apart from poverty alleviation programmes the NGOs in South African are playing a pivotal role in various initiatives. NGOs have for many years been involved in several programmes such as environmental policies, decentralization, bilateral and multilateral agreements, Public-Private Partnership (PPPs), public participation and social justice in South Africa (Burgess, 2017). However, in the South Africa context and like other countries, NGOs need to address the challenges of the past and present in order to survive. There are numerous stumbling blocks that hinder the effectiveness of NGOs in South Africa, such as inadequate accountability, poor transparency on cash flow, lack of financial assistance from other sectors, limited capacity building of personnel and others (Zhang, 2005; Ndlela, 2005).

NGOs in South Africa are very instrumental in various initiatives nationally and even outside the country. NGOs as a non-state actor in terms of public participation play a huge role in the distribution of information, specifically in previously disadvantaged communities. In many cases, NGOs have strengthening democracy and social justice in South Africa.

3.7 Policy and legal framework for public engagement and LED in South Africa

There are numerous legal frameworks and policies in South Africa that give legitimacy to government to promote active citizen engagement . Some of these frameworks are derived from the three spheres of government. The objective of these policies is to develop society in the new dispensation in accordance with constitutional principles. This section presents some of

these legal frameworks and policies that were implemented after the democratic breakthrough in South Africa. The section will start with elaborating on the legal mandate given by the *Constitution of South Africa*, *White Paper on Local Government*, *Municipal Structures Act*, *Municipal Systems Act* and *White Paper on Transforming Service Delivery* (Batho Pele).

3.7.1 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa is the supreme law of the land. The *Constitution of South Africa* under sections 152 (c) and 153 (a) gives a constitutional mandate to local government in improving the standard of living for citizens through promoting LED initiatives (Kamara, 2017; Khambule, 2018b). The *Constitution of South Africa* under section 152 (c) and 153 (a) also provides the legal right for municipalities to enhance LED in ensuring the socio-economic development of the communities. In terms of Sections 152 and 153, the very 1996 *Constitution of the Republic*, state that “municipalities must provide and manage their administration, budgeting and planning processes to give priority to the basic needs of communities” (Meyer and Venter, 2013). Further to that, section 152 of the *Constitution of the Republic* of South Africa highlights the key aims of facilitating the inclusive socio-economic growth of the municipalities.

Municipalities, including local leaders and public officials, should develop and introduce programmes that are in accordance with the *Constitution of the Republic of South Africa* (1996) (Masuku, 2013). Municipalities should focus on inclusive participatory conduct of citizens in decision-making, provide a better quality of services, responsiveness towards the demands of citizens and ensure equitably allocation of resources in accordance with the Constitution of South Africa (Ndebele and Lavhelani, 2017). In essence, assumptions according to Shai (2017) seem to be realistic as he points out that the majority of protests in local government post-1994 stems from poor service delivery and the lack of active community engagement. Hence, the supreme law of South Africa is in favour of inclusive participatory conduct and better services.

3.7.2 The White Paper on Local Government (1998)

Several legislative frameworks were established and introduced after 1994 to support public participation in South Africa. The *White Paper on Local Government* (1998) section (d) states that “...municipalities should encourage responsive and participatory democracy”. In the

developmental local government, the involvement of relevant stakeholders in policy-making decisions is vital. This was adopted by South African local governments to introduce the bottom-up approach to all municipalities that differs with the top-down approach that was used by the pre-1994 government (Bob, 2018). This Act gives rise to the formulation of municipality's IDPs whereby the citizens express their concerns. However, in many instances, officials take decisions prior to engaging communities and there is no feedback given (Mphahlele, 2013). The *White Paper on Local Government of 1998* also focusses on democratizing society through the use of various structures in society. Masango (2001) states that the *White Paper on Local Government of 1998* fosters the formulation of various bodies and structures in local government to boost public participation through the establishment of NGOs, CBOs, FBOs and other structures.

3.7.3 Municipal Structures Act of 1998

The establishment of the *White Paper on Local Government of 1998* led to the promulgation of the *Local Government Municipal Structures Act of 1998* to promote public participation at municipal level. *The Municipal Structures Act of 1998* which introduced the various structures in local government, preceded the *Municipal Systems Act 32 of 2000*. Gumbi (2014) posits the view that the *Municipal Structures Act of 1998* stresses the development of ward committees in local government. Similarly, Zondi and Reddy (2016) state that the *Municipal Structures Act of 1998* fosters the formulation of ward committees to advance citizen engagement in society. Ward committees at the municipal level play a crucial role as the agents of change in the allocation level of services. Ward committees act as useful structures at the local government to mediate between the communities and political leaders concerning societal problems and prioritizing the equitable distribution of goods and services within local communities (Mphahlele, 2013). Section 72 of this Act provide directives for the formulation of the ward committees by municipalities to promote public participation. Furthermore, the duties of the ward committees are highlighted in this Act, are as “to make recommendations on ... matters affecting the ward to the ward councillor; or through the ward councillor” to the municipal council. Although the purpose of establishing the ward committees is to ensure good governance, regrettably for over a decade in South Africa the level of service delivery protests is extremely shocking (Ntsala and Mahlatji, 2016; Dassah, 2012; Akinboade *et al.*, 2013). This is supported by statistical data that service delivery protests are increasing dramatically in many municipalities (Morudu, 2017). This Act also promotes the involvement of traditional leadership with full participation in policy-making processes (Njenga, 2009).

3.7.4 Municipal Systems Act No 32 of 2000

The main aspect of the *Municipal Systems Act No 32 of 2000* is to promote community participation and the equitable distribution of limited resources to citizens (Makhubo, 2015). Similarly, (Koma, 2014) points out that the involvement of different stakeholders in local government as it is mandated in the IDP under the *Municipal Systems Act of 2000* is important.

In this regard, municipalities must design the structures and platforms for effective community engagement as stated in the *Municipal Systems Act of 2000* (Ntuli, 2011). The *Municipal Systems Act of 2000* is an important tool in transforming the local government in South Africa but municipalities are faced with a number of challenges that hinder effective service delivery (Bogopane, 2012a). The *Municipal Systems Act of 2000* emphasises inclusiveness, which is especially useful to this study's analysis as it allows one to think through the mobilization of relevant stakeholders as it is highlighted in the municipalities IDP. It is here also that the *Municipal Systems Act's* gives attention to the inter-spherical relations that are of value for informing all that the municipal IDPs should be align with the national and provincial programmes.

3.7.5 White Paper on Transforming Service Delivery (Batho Pele)

The promulgation of the *Constitution of the Republic of South Africa* occurred in 1996. Thereafter, the *White Paper on Transforming Service Delivery* (Batho Pele White Paper) came to effect, providing eight Batho Pele principles, namely Consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money.

This policy document enables communities to hold public officials accountable on the provisioning of goods and services in all three spheres of government. The establishment of Batho Peles principle for service delivery ensure more responsiveness and accountability on the part of public officials (Venter, 2018). Moreover, apart from service delivery, the Batho Pele principles encourage more effective consultation between the user and the provider of services (Constable *et al.*, 2007). 'Since the establishment of the *White Paper on Transforming Service Delivery on Local Government* with an aim of improving service delivery, the Batho Pele principles were introduced to put people first in all government activities'.

3.8 Chapter Summary

The major purpose of this chapter was to elucidate the nature of public participation and LED in South Africa in general and eThekweni Municipality in particular since 1994. The policies and prescripts pertinent to public participation in South Africa were discussed, highlighting the directives and objectives for the optimum allocation of scarce resources to communities and ensuring active citizen engagement in society. This chapter also discussed the various stakeholders that play a pivotal role in LED and the challenges that they are faced with that result the limited results of these developmental and inclusive strategies. In reality, even though the LED is an unfunded mandate, the legal frameworks gives legitimacy to municipalities in addressing inequalities, poverty and unemployment.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter discussed the contextualization of LED and public participation. Furthermore, policies that governs both LED and public participation in South Africa were discussed. This chapter describes the research methodology as a systematic and scientific order that consist of research paradigms, the research design and research strategy, data collection tools, study site, target population, sampling strategies, sample size, data quality control, data analysis, triangulation, limitation of the study and ethical aspects.

4.2 Pragmatist paradigm

This study employs pragmatism as the philosophical theory to underpin it. Morgan (2014) states that using pragmatism as a paradigm in social research is not something new. In essence, pragmatism was taken from studies done by Pierce, James Dewey, Sanders and others as the paradigm that underpins the mixed methods (MMR) approach, with the aim of providing a solution to the phenomena (Tashakkori and Creswell, 2007). Practically, the mixed method design which this study adopted was appropriate for pragmatism with the aim of gaining an understanding of the research problem. Moreover, the MMR approach as “pluralist” aims to ensure the rigour of the study .

This paradigm has been considered as a relevant theory in conducting research that involves qualitative and quantitative elements. A comprehensive study by Morgan (2007) states that using pragmatism as a paradigm in social research is not something new and has been used for some time. In essence, the pragmatic paradigm underpins the mixed methods approach with the aim of addressing the phenomena (Tran, 2017). The pragmatist considers pragmatism as “falsifying the notion of ‘truth’ and ‘reality’ and paying attention to what works or prevails as the truth or reality regarding the research questions under investigation” (Teddlie and Tashakkori, 2003). Moreover, the mixed methods approach as “pluralist” aims at providing solution to any given problem that is very complex to solve by a single research approach (Jokonya, 2016). It uses the multiple methods, techniques and tools in gathering and analysing data available. In this regard, in order for the research objectives to be achieved in this study, the pragmatic worldview was relevant. Moreover, this study aim to explore the role of multi-

stakeholder engagement in LED projects in eThekweni Municipality through MMR. Furthermore, the usefulness of pragmatism involves firstly, multi-method tools of data collection. Secondly, this paradigm was appropriate in addressing complex situations and matters. Thirdly, it reduces and neutralizes bias and weaknesses of the findings because either qualitative or quantitative methods ensure the reliability and validity of the study. Fourthly, pragmatism itself seeks to solve problem in any given study and provides solutions. Furthermore, the pragmatic paradigm was the most appropriate since it employs both qualitative and quantitative methods in the same study. Additionally, this study focused on mechanisms that could be used to improve multi-stakeholder engagement in LED projects in South African municipalities, eThekweni Municipality in particular.

4.2.1 Ontological perspective on pragmatism

Ontology is defined as the nature of reality or truth. Crotty (1998) argues that ontology “is the study of being”. Furthermore, Guba and Lincoln (1994) point out that the ontological perspective of pragmatism is influenced by various factors which include social, political, economic, ethnic, race and sex in the specific setting. The ontological position of pragmatism is very relevant for this study in which LED seeks to address the challenges related with socio-economic factors. Furthermore, these challenges are perceived as global phenomena in which many studies on LED highlight the role of LED in reducing poverty and ensuring economic growth. In the context of economic development, LED is described as mechanism of transforming society to create a competitive environment for citizens, to create employment and improve their livelihoods. Moreover, from the ontological perspective, this study seeks to explore the real-life situation of the role of multi-stakeholder engagement in eThekweni Municipality.

4.2.2 Epistemological perspective on pragmatism

Epistemology enables human beings to get knowledge in the form of data in research. According to Tuli (2010:99), epistemology is the “theory of knowledge that informs the research”. This kind of knowledge can be shaped by the way one sees reality in the data collected. A study by Reybold (2002) notes that this theory is based on how one perceives what one knows in the world that is independent through science and cognitive understanding. From the pragmatic point of view, the epistemic can be defined as the as how one claims what knowledge is the level of correctness; how it should be collected and the constraints and procedures for defining knowledge. For this study which employs a mixed methods both approaches should complement each other without duplication. In practice, pragmatism is very

important in avoiding inaccurate and bias data from the findings. Moreover, the epistemological perspective of pragmatism in this study is based on a social phenomenon. The social phenomenon entrenched in this study explores how multi-stakeholder engagement impacts LED in eThekweni Municipality. The epistemology is established in such a way that it provides knowledge that relies on difference experiences and perceptions of stakeholders about multi-stakeholder engagement in LED projects

4.2.3 Axiological perspective on pragmatism

The axiological perspective deals with the manner in which the researcher conducts him/herself in the study pertaining to ethical behaviour and attitude. The term ‘axiology’ is derived from two Greek words, ‘axios’ means worth and ‘logos’ means study or science. Gericke (2012) defines axiology as the “theory of value and aesthetics” which is based on the cultural, religious and political background. This theory differentiates between good and evil and acceptable and unacceptable behaviour of humanbeings. Axiology in reality assists the researcher to conduct a study ethically during data collection and follow the guidelines of research accordingly (Biddle and Schafft, 2015). In this time and age, there are many instances of unethical behaviour during data collection through the use of inappropriate methods and tools in research that can lead to a distortion of data (Tomar, 2014). From the pragmatic point of view, the values of the researcher determine the findings of the study. This researcher values the opinions and perceptions of the participants, since the findings of the study were a true reflection of how the participants perceive multi-stakeholder engagement in LED projects in eThekweni Municipality. Therefore, the researcher provided all the findings of the study without any distorting and omitting them to achieve the aim of this study. This study sought to gain an understanding of stakeholder’s views and experiences of multi-stakeholder engagement in LED projects in eThekweni Municipality.

4.3 Research design

Research design is the prescribed criteria or direction used by a researcher to achieve the aim of the study. The research design “is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of research” (Durrheim, 2006). It is the systematic and scientific process of examining and probing a phenomenon in the specific field in order to get the answer (Kumar, 2005). In social science, there are three research method design, namely qualitative, quantitative and mixed-method research

(MMR). The appropriate research design enables the researcher to achieve the objectives of the study.

This study employed the MMR design to get a balanced view of the findings. MMR provides broad insight into the specific problem statement, rather than a single approach (Cameron, 2011). As such, MMR was relevant to this study because of its complexities and the major concerns that need to answer the research questions.

4.3.1 Mixed Method Research

Consistent with pragmatism, MMR was used, which applies the integration of both qualitative and quantitative methods in a single study. MMR is divided into three categories, which are sequential, concurrent and transformative strategies. According to Ivankova *et al.* (2006), scholars used MMR in collecting data for some years. Similarly, Plano -Clark (2010) notes that MMR has been widely used in various research fields and is thus defined as the gathering, examining and combining of both qualitative and quantitative approaches of inquiry of a particular phenomenon. In MMR, there are various types of data collection strategies namely sequential, convergent or concurrent and transformative. Practically for this study, sequential research strategy was used in which the qualitative preceded the quantitative method during data collection. However, in some instances, this approach is time-consuming because the data is collected in different phases.

4.3.2 Sequential Mixed Method Research

The application of qualitative and quantitative techniques in the sequential mixed method is not so rigid as the researcher may begin one method and follow another. Regarding the sequential mixed method, the researcher was not bound to begin with the specific research design (Creswell and Creswell, 2005). Moreover, the sequential mixed method has three categories, namely sequential exploratory, sequential explanatory and sequential transformative (Gunasekare, 2015). In sequential exploratory, the qualitative data is given priority; in sequential explanatory the quantitative data is given priority, while in sequential transformative design the data can be collected simultaneously and separated (Hanson *et al.*, 2005). Similarly, in this mixed method research design the priority is given primarily to the qualitative approach, whilst the quantitative to develop theories and examine the existing phenomenon (Berman, 2017). Practically, this study employs the sequential exploratory type to commence by conducting the qualitative data over quantitative data in which to explore why and how the specific research problem exists and provides answers.

4.3.3 Qualitative Research Method

The qualitative research method is defined as the “reference to meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things” (Berg, 2009). Qualitative research occurs in the natural setting in which the researcher interprets the attitudes, experiences, culture, views and perspectives pertaining to a research problem statement (Creswell, 2003). The history of qualitative research dates to the 1840s and during the years in which sociology was founded (Tesch, 1990). Moreover, the qualitative method is exploratory in nature and it uses case studies, ethnographics, narrative research, grounded theory and phenomenology as the strategy of inquiry (Lincoln and Guba, 2003). In a real sense, the qualitative research design is based on generating theories as an inductive study in which data is generated through engaging participants to obtain findings and reach the conclusion (Laher and Botha, 2012). The major reason for employing this method was to gain insight from the participants through interviews, focus groups and document analysis. Qualitative research is applicable in this study because the researcher obtain detailed information about experiences and perspectives of participants on the subject. Since the qualitative study is inductive, it enables the researcher to generate theories on the event.

4.3.4 Quantitative Research Method

The quantitative research is used in analysing the variables associated with numbers. The quantitative approach is commonly related to the natural sciences (for example, mathematics, computer sciences, biology, geography and medicine) in testing existing theories. The process is one of collecting and analysing data based on the use of statistical methods. Golafshani (2003) adds that the quantitative research method is both numerical and experimental. It enables the researcher to test the set hypotheses. Often, the quantitative approach is very objective as most of the results are determined by experiments in the laboratory even though some studies are non-experimental surveys. The quantitative research design was adopted in this study to test how multi-stakeholder engagement can play an integral role in the implementation of LED projects in eThekweni Municipality. Secondly, quantitative research method enables the study to have statistical data pertaining to the level of multi-stakeholder engagement in LED projects in eThekweni Municipality. Lastly, the data analysis was less time-consuming compared to a qualitative data analysis.

Table 4. 1 Characteristics of qualitative and quantitative research

Point of comparison	Qualitative research	Quantitative research
Focus of research	Quality (nature, essence)	Quantity (how much, how many)
Philosophical roots	Phenomenology, symbol interaction	Positivism, logical empiricism
Associated phrases	Fieldwork, ethnographic, naturalistic, grounded, subjective	Experimental, empirical, statistical
Goal of investigation	Understanding, description, discovery, hypothesis generation	Prediction, control, description, confirmation, hypothesis testing
Design characteristics	Flexible, evolving, emergent	Pre-determined, structured
Setting	Natural, familiar	Unfamiliar, artificial
Sample	Small, non-random, theoretical	Large, random, representative
Data collection	Researcher as primary instrument, interviews, observations	Instruments (scales, tests, surveys, questionnaires, computers)
Mode of analysis	Inductive (by researcher)	Deductive (by statistical methods)
Findings	Comprehensive, holistic, expansive	Precise, narrow, reductionistic

Source: Merriam (1988) cited in Danermark *et al.*, (2002)

The table above depicts the distinction between the qualitative and quantitative research approaches taking into consideration the research procedures and aspects of MMR. The characteristics of these methods are different as well as their research strategies used for investigation. MMR, which is the “third wave’ or third research movement”, that is used illuminate what the study sought to address.

4.4 Research Strategy

Just as various research paradigms and approaches exist, there are also various research strategies used in research to gain a broad insight based on the specific event (s). This study was case study of multi-stakeholder engagement in LED projects in eThekweni Municipality. By focusing in eThekweni Municipality, the researcher intended to explore and discover the current state of citizen involvement in LED projects. This strategy is qualitative in nature, it is predominantly used in social sciences and it is determined by time (Karlsson, 2016). The case study is used in the many social sciences such as psychology, history, public administration and governance to explore a particular phenomenon (Hancock and Algozzine, 2016). Case studies are used to develop a theory in answering the research problem. Zainal (2007) states that traditionally, case studies are exploratory in nature and they seek more detailed data in a certain location over a shorter period of time. Likewise, a case study research strategy aims at gaining an in-depth understanding of a phenomenon or an individual (Leedy and Ormrod, 2010). A study by Rowley (2002) postulates that case studies are not confined to qualitative

research and they can be used to other approaches such as MMR. Case studies can be used in various studies with wide range of data collection instruments. However, this strategy lacks “rigour”, which can likely lead to misleading and distorted data (Gaikwad, 2017). Case studies can lead to the wrong interpretation of the data collected through bias and the preconceived ideas of participants (Starman, 2013). Since the researcher has selected INK as the case study, this research strategy enables the researcher to investigate the real-life situation in the specific area focusing on a particular event. The case study design also allows an in-depth interpretation of the phenomenon and both qualitative and quantitative methods can be applied.

4.5 Study Site

Data for this study was drawn from the Inanda, Ntuzuma and KwaMashu (INK) cluster in eThekweni Municipality, focusing on LED projects in the said municipality. Each of the INK area consists of three townships with 18 wards. The entire area has a population estimated at 600 000 people since 2006, predominantly black Africans particular Zulu-speaking people. In terms of economic and social status, these areas are densely populated with an alarming rate of poverty, unemployment, crime, illiteracy and the mushrooming of indigent settlers. A large portion of the population in these three townships are low-income earner families and most of them are dependent on government support grants.

4.6 Target Population

The target population is the group of units and individuals in which the samples are derived from an area (Polit and Beck, 2004). The area of INK has 18 wards with official ward councilors. The target population of the study includes 18 councillors, 22 municipal officials from the LED and community participation unit, 300 business owners, 450 NGOs and 180 Ward Committee members who represented the community members of these three areas.

4.7 Sample

In every population, there are elements, units and items that can be quantified or minimised into samples. The sample is the subgroup drawn from the targeted population by the researcher for conducting a scientific study (Ranjit, 2011). There are two types of sampling strategies in research, namely probability and non-probability sampling (Sekaran and Bougie, 2016). Probability sampling applies when the all objects or elements are likely to be selected, while non-probability sampling is when only a few items or elements are likely to be representative

in the study (Aswanth-Kumar, 2014; Sarstedt *et al.*, 2018). Drawing from Answanth-Kumar. (2014) and Sarstedt, Bengart *et al.*, (2018) it should be noted that the purposive sampling is widely used in non-probability sampling in research. In this study, non-probability sampling through the utilization of a purposive sampling strategy was used with the sample in collecting qualitative data. This study employs purposive sampling where not all units and elements in the population have equal chances to be selected. Purposive sampling is less time-consuming and only relevant elements or units have a chance to be selected for the study (Laher and Botha, 2012). Similarly, Babbie and Mouton (2007) hold the view that the purposive sampling as a non-probability sampling method is utilized in cases where probability sampling is not applicable in terms of the complexity, subject and location. This kind of sampling allows the investigator to use his or her own discretion in choosing selectively the units and elements (Kothari, 2004). This type of sampling is employed to gain an insight into the particular research problem to be solved (Bryman, 2016). However, random sampling was used for the quantitative research whereby all elements and units have equal chances to be selected. Random sampling was employed in administering the survey questionnaires in this study. The researcher used purposive sampling by having a sample of 68 participants, 38 participants were interviewed and 30 participated in focus group discussions. In practice, the sample of the study comprises of 3 ward councillors, 3 SMMEs, 3 NGOs and 6 eThekweni Municipality officials were interviewed. There were three focus group discussions from three different wards in INK and ten (10) participants per group. Practically, purposive sampling is applicable if the researcher is seeking information-rich items, objects or elements. In random sampling, 180 ward committees were selected. Table 4.2 summarizes the sampled population for the study.

Table 4.2: Participant's allocation in different data collection methods

Administrative Divisions of INK	Population	Sample	Sampling method	Questionnaire	Interview	FGD
INK ward councilors	18	3	PURPOSIVE		3	
INK Ward committee members	180	180	RANDOM	180		3 focus groups (10 per group)
INK SMMEs	300	3	PURPOSIVE		3	
INK NGOs	450	3			3	
INK business support officials	7	3			3	
INK community participation & action support officials	15	3			3	
				180	15	
Total	970	195		180	15	30

Source: Researcher's own (2018).

4.8 Recruitment Strategy

Following permission being received from the Management of eThekweni Municipality to conduct the study, emails were sent to the selected officials (respondents) for an interview a month before the study or they were contacted telephonically and even verbally if possible (see Appendix C1). Furthermore, posters were placed in strategic areas (i.e. clinics, libraries, shopping complexes and police stations within the INK area and its surroundings) to invite the selected residents (Project Steering Committee) for the focus group (see Appendix E1). The

researcher sent telephonic reminders to all the participants with assistance from selected officials as the dates approaches. The recruitment strategy of participants included liaising with the INK ABM offices in finding out the relevant LED and community participation officials, councillors, SMMEs and NGOs around the area and these were contacted telephonically. The selected ward community members recruited to represent community members and the data collection methods that were used were focus group discussions and survey questionnaires.

4.9 Data collection methods/Tools

First and foremost, the study utilizes primary data in the form of interviews, focus group discussions and questionnaires to gather the primary data from participants.

4.9.1 Interviews

The qualitative research have a variety of data collection tools that includes interviews, observation, focus group discussions and document review. An interview is a qualitative data collection technique, which is a two-way communication that involves the interviewer(s) and the interviewee(s) asking questions with the purpose of gaining insight into any phenomenon by generating perspectives, viewpoints, attitudes and theories (Nieuwenhuis and Smit, 2012). Some scholars define a qualitative interview as “a verbal interaction between two or more individuals tha involves the interviewer(s) and interviewee(s) pertaining a specific subject or topic”(Babbie *et al.*, 2011). The face-to-face interviews were used in the form of open-ended questions to gain a full understanding of the phenomenon and to create a rapport with the participants. There were 15 interviews conducted in total: 3 councillors from INK, 3 municipal officials from the community participation unit, 3 municipal officials from the LED unit, 3 SMMEs from INK and 3 NGOs from the area. The investigator presented a set of pre-planned questions to ensure that the most vital questions were covered with every interviewee. The interviews were between 20-40 minutes long. The interviews are more interactive as they allowed the researcher to gain a broad understanding of the phenomenon and develop a rapport with the interviewees. The researcher used structured and unstructured which were open-ended questions (see Appendices C1-C3). These were face-to-face interviews with three councillors, SMMEs, NGOs and six eThekwin Municipality officials. The researcher used an audio device to record and also transcribed interviews verbatim. In this study, the interviewees were asked pre-planned questions in order to answer the study’s research questions. As the interview continued, the researcher was able probe further and the interviewees were given the freedom to express his or her views and perceptions on the subject.

4.9.2 Survey Questionnaires

Questionnaires are made of a set of questions designed either as open or closed-ended questions, given to participants and allows the participants to fill them out freely and are very user-friendly (Holt and Pamment, 2011). This set of questions should be clear and relevant to the purpose of the study. The questionnaires were in English and IsiZulu. Practically, there were one hundred and eighty (180) questionnaires distributed to the local people in the INK area with permission from the eThekweni Municipality and local leaders. The respondents were given maximum of two weeks to fill them on their own and they were told to feel free to contact the researcher if they needed clarity and some explanations in terms of unclear questions. The utilization of questionnaires was very a useful and cheap data collection tool in the huge population over a short period of time, as compared to other tools (Nardi, 2006).

Moreover, the researcher distributed the questionnaires to the chosen places and people in line with the kind of sampling strategy. In this study, the survey questionnaires were used to obtain data from the respondents pertaining to LED by answering questions on A4 paper by crossing or ticking of the boxes. Self-administered questionnaires are very convenient in as the ‘respondents take their own time filling them out themselves’ (Singh, 2007). For the purpose of the study, a descriptive survey questionnaire with closed-ended questions (see Appendix D). The survey questionnaires consisted of two sections: Section A deals with demographic information and Section B asked the questions derived from the main research questions. The questionnaires were administered on A4 paper . In total, 110 were completed by respondents and collected by the researcher.

4.9.3 Focus group discussions

A focus group is qualitative in nature and involves a group of individuals to acquire information in relation to certain phenomena (Billups, 2012). The focus groups took place in the form of interviews to gain insight, attitudes, perspectives and experiences regarding one subject. Practically, the group must not be too big to ensure that everyone participates. The focus group discussion had regulators or facilitators in regulating the entire proceedings. The facilitator ensured that each and every participant participated fully in the discussions. The focus group discussions were convenient and informative as which various views and experiences were articulated by participants on the subject. For this particular study, there was three focus groups with 10 participants in each group from the three different areas of INK.

However, the focus group discussions had certain limitations that involved time constraints and other necessary resources that are required for the study (Wilkinson, 1998). Further to that, focus group discussions were not suitable for sensitive participants. In some subjects, there are dominating individuals or groups (Gill *et al.*, 2008).

The focus group discussions were conducted with ward committee members of selected three wards in INK. In this study, there were ten members (10) in each group. The researcher asked pre-planned questions to achieve the study objectives. Prior to participating, the participants had to sign a consent letter and formal arrangements were with the ward councillor and the secretary of the ward committees. The focus group discussion was chosen as the method to provide diverse and broader views over a shorter space of time. The researcher was guided by the focus group guidelines (See Appendix E), but the participants were allowed to express their views. With permission from the participants, a voice recorder was used to collect data. Thereafter, the data collected was transcribed.

4.10 Measurements

According to Blanche *et al.* (2006) measurement is defined as the set of instructions for placing numbers or digits on the particular items or occasion. This normally takes place in the calculation or estimation of occurrences in the geographic area at any given time. For example, the number of people who are infected with cancer; pass rate; mortality rate; behaviour, the level of substance abuse and social issues. Measurement plays a critical role in the research design and analysis of variables in the study. There are several classifications of measurements in research, namely categorical or nominal, ordinal, interval level and ratio scale measures (NOIR) (Fife-Schaw, 2006). The measurement type utilized in this study is an ordinal level of measurement to explore the level of multi-stakeholder engagement in LED projects in eThekweni Municipality. The data collection instrument was a five-point Likert scale where respondents were asked to rate the role of multi-stakeholder engagement in LED projects in eThekweni Municipality (1 = Strongly disagree, 2 = Disagree, 3 = Somewhat Agree, 4 = Agree and 5 = Strongly Agree). The Likert scale is a very distinct psychometric examination normally utilizing a set of questions in the form of questionnaires in relation with the phenomenon. The Likert scale consists of five set responses such as “strongly agree, agree, neutral, disagree and strongly disagree” (Ary *et al.*, 2010). As this study is socially related, the measurement was helpful in ensuring the validity and reliability of the findings based on the responses from

available respondents, bearing in mind the weakness of the Likert scale in the form of questionnaires that might emerge in the study. The Likert scale was structured or designed in a common fashion in which the respondents had to portray levels of their disagreement and agreement on different questions with regard to the attitude or subject. For this study, the survey questionnaires used a 5-point scale ranging from “strongly agree” to “strongly disagree”. (See Appendix D).

4.11 Pilot Study

This can be considered as a study that is undertaken by the researcher in the environment or domain that has similar characteristics with the actual domain for testing during the preliminary stage of the study by using small units or items to evaluate the feasibility of the desired study (Doody & Doody, 2015). The pilot study takes place prior to conducting the actual field research using small samples in order to ensure that the research design and tools to be employed are addressing the research problem or questions (Terre Blanche *et al*, 2014:94). In essence, there are several reasons why the pilot study is conducted, such as identifying the challenges during data collection in terms of research design, data collection tools, data quality control, ethical aspects and other issues (Beebe, 2007). The pilot study is very helpful for the researcher in avoiding repetition and the difficulties that may occur. Moreover, the pilot study assists the investigator to be aware of the research tools and make some corrections to the main research tools, particularly for emerging researchers (Kim, 2011). The pilot study was undertaken in KwaMashu Township, interviewing 1 ward councillor, 1 NGO, 1 SMME, and 1 official from the municipality. The focus group discussions consist of 5 ward committee members, distributing 20 questionnaires and the pilot testing was done a month before the main study commenced.

4.12 Data Quality Control

Since this study is MMR, there are various types of data quality control strategies both on the qualitative which involves credibility, dependability and trustworthiness and the quantitative which involves reliability and validity. Moreover, all these elements are being combined or triangulated through the integration of different instruments or data collection sources in responding to the research problem statement. Moreover in this study, the validity, reliability and trustworthiness of the data collected was ensured.

4.12.1 Validity

The researchers have to ensure that data-collection tools are both valid and reliable, particularly in the quantitative part of the research. The validity of the study is related to the research method employed (Birley and Moreland, 2014). Moreover, the validity also refers to the possibility of the research design or tool to reach or examine what the study seeks to attain or test (Brynard and Hanekom, 1997). The researcher tried to eliminate unnecessary bias in order to obtain accurate and justifiable results (Maxwell, 1992). This can be achieved by asking the questions that are impartial and twisted through interviews and questionnaires. There are various kind of validity in research to achieve the accuracy of the measurement (Terre Blanche *et al.*, 2014:147). These types of validity in research are as follows:

- **Construct Validity:** This kind of validity relies on acquiring evidence from many investigations utilizing particular tools. The validity 'is based on the relationship of known variables which contribute to the specific phenomenon' (Babbie and Mouton 2010:123).
- **Content Validity:** This type of validity covers and addresses the whole area of interest depending on the specific field of study or the discretion used by researchers in that area of study (Kimberlin and Winterstein, 2008).
- **Criterion Validity:** This type of validity is based on the combination of predictive and construct validity which estimates the future outcomes in the study in comparisons with the current situation and consequently, this predicts future results (Salkind and Rainwater, 2003).
- **Face Validity:** Various scholars argue that face validity is the element of content validity and others disagrees. This kind of validity is the researcher observing the objects on the survey questionnaire and agreeing that the assessment is valid just by looking at it. This kind of validity is commonly used in third world countries (Bolarinwa, 2015).

Validity was obtainable in this study through the assessment and evaluation of data collection tools to minimise systematic errors. The researcher ensured that if the study is used on another occasion, the same results would be achieved. It is a meticulous process that needs to be in order to avoid the research being questioned the researcher should ensure that the data obtained is answering the research questions. In criterion validity, the conclusion drawn from the study must correspond with future studies. In order to obtain accuracy, the data collected was

triangulated to cross-examine the sources and instruments used. Lastly, the researcher should be guided by the research questions and the objectives of the study.

4.12.2 Reliability

Reliability was applied in this study by presenting the data collected in the quantitative research based on the results of attaining the objectives of the study. Reliability is defined as achieving the same or consistent results, whether the research is conducted by a different researcher or different research design (Ngulube, 2005). The reliability of a study is dependent on the research data collection tools or instruments. Reliability can be affected by certain factors such as time, environment, human subjectivity and misinterpretation. Moreover, reliability is the repetition of outcomes and it should take place under the same setting with the same participants (Mentz and Botha, 2012). All the data collected was triangulated by the utilization of various methods and instruments in this study. Furthermore, reliability has various types as stated by Mentz and Botha (2012) as follows:

- Inter-rater reliability: is when two researchers conduct the study on the same research problem statement and if the results are likely similar, there is high inter-rater reliability and if there is huge a gap, there is low inter-rater reliability.
- Parallel-forms reliability: is used to examine the set of individuals or objects using similar instruments on various events and the results are compared and produce similar outcomes.
- Test-retest reliability: the same instrument is used on the on the same sample on different events over time and the results are relatively the same.
- Internal consistent: is the measurement of each single component or item in the entire instrument and how these items relate to each other are rated by a group of researchers.

In case of this study, reliability was based on the type of research design used and data collection tools to ensure that the study yielded similar results overtime. In practice, all the data collected was triangulated by the utilization of various methods and instruments in this study. Triangulation combines qualitative and quantitative data in order to ensure they complement one another.

4.12.3 Trustworthiness

Like the quantitative method the data gathered was analysed to ensure rigour and the robustness of the study conducted. Various renowned authors view the trustworthiness of study with relation to credibility, transferability, dependability and conformability in exploratory research

(Guba, 1981; Schwandt *et al.*, 2007; Elo *et al.*, 2014). Qualitative data analysis is stated ‘as the systematic organization and synthesis of research data, which must also be sequential, verifiable and continuous and is improved by feedback’ (Polit and Beck, 2012; De Vos *et al.*, 2011). According to Anney (2014), trustworthiness is observed as qualitative data quality control that has been used in social sciences for years to ensure the robustness of the study. In addition, the use of the criteria was to eliminate the elements of bias, distort and subjectivity of qualitative research (Cope, 2014). In social research, trustworthiness was derived from qualitative designs such as ethnographic research, case studies, grounded theory, phenomenology, narrative research and historical research (Graneheim and Lundman, 2004). Unfortunately, qualitative methods have failed over the years to produce credible data and rigour due to the negligence of researchers, as compared to the quantitative research design (Gunawan, 2015). Moreover, the trustworthiness of the study relies upon the accuracy and correctness of the entire research process (Elo *et al.*, 2014). For this study, trustworthiness was used for data collected through interviews and focus group discussions was to test its robustness. In practice, since this study is a case study, trustworthiness may assist in ensuring the rigour of the findings.

4.13 Data analysis

After the data have been collected, the raw data need to be organized and examined thoroughly, utilizing appropriate data analysis instruments. Data analysis “*is a process of bringing order, structure and meaning to the data collected so that they can be synthesised, interpreted and communicated in a research report*” (Marshall and Rossman 1999:150). Data analysis is the systematic process of summarizing and interpreting raw data into manageable data.

4.13.1 Qualitative data analysis

Qualitative data analysis, thematic analysis was used in analysing the data collected through interviews and focus groups discussions in the study. Thematic analysis is a qualitative data analysis that integrates codes and sub-themes through the innovativeness of the researcher to ensure the robustness of the study (Vaismoradi *et al.*, 2013). Thematic analysis consisted of the six-phase guide that provides guidelines on how to analyse different “themes” within data (Maguire and Delahunt, 2017). These phases were “*familiarising with data, generating initial codes, searching for themes, reviewing themes, defining and naming themes and producing the report*” (Braun and Clarke, 2006). Practically, these phases are as follows:

Familiarisation with data: This was the first stage of thematic analysis which is more qualitative-based. The research uses different sources and records data through a recorder and also uses a transcriber to transcribe recordings into words. Theoretically, this phase is qualitative and involves many data collection strategies, such as “recorded observation, focus group discussions, texts, policy documents and photographs” (Thorne, 2000).

Generating initial codes/Coding: This phase involves the generation of codes from the data gathered to answer the research questions of the study. Moreover, the data received in terms of documents, group and individual engagement is refined to ensure consistency. During this phase, the researcher must be scientific and not misinterpret and distort the data collected. Essentially, this phase can be accomplished through groups or teams with the help of the NVivo software programme or by generating the themes manually from the interviews and focus group discussions.

Searching for themes: This step of qualitative analysis is whereby the data that has been coded and collated extracted into themes based on research questions. The researcher create codes to develop concepts and themes. In case of thematic analysis the researcher can used His/ Her discretion to ensure consistency in developing themes and subthemes. In stage the it whereby some some of data is used and other is discarded.

Reviewing themes: This is the fourth phase of thematic analysis in which themes are refined to ensure that relevant themes are integrated together. However, some of the research themes are related with the study can be separated from other themes or discarded. The researcher can start anew another process of theme generation. In this stage, the researcher also reads the data repeatedly to ensure all themes fit well in the study.

Defining and naming themes: In this fifth phase, the researcher performs a thorough analysis to understand “what story does this theme tell?” and “how does this theme fit into the overall story about data?”. Unfortunately, it is unlikely for the researcher to conduct this phase without consulting or without the help of well-experienced researchers in ensuring that the themes are brief, effective and coherent with each other. The themes must flow from one stage to another. If not, the themes may require to be further refined before the conclusion is reached by the team of researchers.

Producing the report: In analysing the qualitative data, this is the very last phase of thematic analysis in which the researcher writes all the findings in the form of reports. The report should be succinct, scientific, sequential and consistent with themes within data. All the data produced through interacting with respondents and the use of secondary data complement each other to

ensure the validity of the report. The researcher should highlight related findings and arguments supported by empirical evidence.

Moreover, this data analysis is very simple for emerging researchers and it requires considerable practice. In reality, thematic analysis has several phases that a researcher is required to follow accordingly and chronologically as mentioned above. Thematic analysis is very advantageous to novices in research because it is user-friendly and it is easy to understand (Nowell *et al.*, 2017). In spite of these strengths, the thematic analysis has certain shortcomings that includes the lack of applicability to other forms of qualitative methods such as narrative research and historical research. One of the greatest disadvantages of thematic analysis is that it deals more with primary data in the form of engagement to acquire data from individual or groups (Braun and Clarke, 2006). In practice, the collected data that was recorded on the recorder was first transcribed verbatim and analysed thematically to generate ‘themes’ through coding. The transcription of data collected was done prior to analysis and the transcribed data produced seventy two (72) pages. Some scholars maintain that transcribing is an important aspect before analysing and presenting data to generate themes (Moore and Llompart, 2017; Mondada, 2018; Antoniadou, 2017). It is suggested that when transcribing, it is important to transcribe everything said on the the recorder by the respondents (Bailey, 2008; Sutton and Austin, 2015). The transcription of interviews, focus group discussions and narrative research obliges the researcher to transcribe verbatim, which means word for word. In analysing the qualitative data, this study begins with repeated listening to the recorder. The interviews and focus group discussions were transcribed in order to gain the fullest and richest data. The researcher read and re-read the transcribed data and the themes emerged. The reason was that the data was raw and data analysis allows the researcher to summarise and make sense of the data.

4.13.2 Quantitative data analysis

It is known that social research studies over the years have been employing qualitative data analysis, hence there is an increased use of quantitative data analysis to interpret data collected in the study (Bryman and Cramer, 1999). In the case of this study, the quantitative data analysis constituted the analysing of data obtained through questionnaires in relation to the research questions. In this technology era, computer programmes such as the Statistical Package for the Social Sciences (SPSS) version 25 analyse quantitative data, particularly for data collected for analysis through survey questionnaires (Greasley, 2007). However, analysing questionnaires

through SPSS was challenging but through workshops and training the researcher can be proficient. It requires a well-grounded statistician (van Ginkel and van der Ark, 2005). Moreover, like qualitative data analysis, quantitative data analysis has a sequence or “research process” that needs to be followed accordingly. Moreover, SPSS was used in this study to describe data with graphs, charts and diagrams through descriptive analysis. SPSS analysis consists of demographic details that include race, sex, age, education and occupation. Furthermore, it depicts detailed views about the role of multi-stakeholder engagement in LED projects in INK. Utilizing descriptive analysis through SPSS enables presenting quantitative data in the simplest way. It also used to quantify massive data into manageable data.

4.14 Triangulation

In MMR, the qualitative and quantitative techniques are integrated to ensure the rigour and robustness of the study (Johnson and Onwuegbuzie, 2004). In social studies, the use of triangulation examines the results of utilizing more than one approach in a single study (Olivier, 2017). Moreover, to triangulate different research designs provides a broader comprehension and credible conclusions (Östlund *et al.*, 2011). Furthermore, triangulation enables the researcher to reduce or overcome bias of single research method to ensure validation the findings of the study (Bekhet and Zauszniewski, 2012). In this study, the findings from interviews, focus group discussions and questionnaires were combined and triangulated to explore the findings on the role of multi-stakeholder engagement in LED projects in INK in eThekweni Municipality. Triangulation was undertaken between the data collection tools used in the study to verify the findings. Practically, the findings from both research methods were triangulated and combined to enhance the robustness of the study and eliminate biases that could emerge from the study.

4.15 Ethical considerations

Prior participating in the study the participants were given consent forms. These forms vividly explained the aim of the study and provide the ethical procedures. This is used to ensure that each and every participant participated in the study willingly without any coercion. Confidentiality or anonymity was upheld by ensuring that the participants remain anonymous and protected. Some of the unacceptable practices in institutions of higher learning can be taken for granted by the majority of students and researchers, including plagiarism, data fabrication, falsification of data and cheating. For instance, failure to comply with such regulations that

means that the researcher will be penalized and consequently may lead to the suspension and expulsion of the researcher (Van Heerden and Thani, 2011).

4.15.1 Informed Consent: In social research, participants are required to agree by signing a consent letter that they are willing to participate in the study. Ethically, study participants are involved in the study through their own personal will and they can withdraw at any given time. The use of informed consent ensured that participants comprehend the nature and the purpose of the study, the language used and other important details.

4.15.2 Obtaining the Gatekeeper's letter: This is one of the key ethical aspects of research that should be followed in order to conduct a study in the specific jurisdiction or an institution. The researcher had to request permission from the eThekweni Municipality senior officials..

4.15.3 Confidentiality and anonymity: Many people use these two terms interchangeably, hence there are differences in meaning and definition. In normal cases, the participants usually uses pseudonyms or using codes. On occasions when the study is based on sensitive issues that names of the participants are kept secret. According to (Ogletree and Kawulich, 2012) confidentiality is when the identity of participants is known but the investigator does not divulge the information; whilst anonymity is when the participants are not known by the investigator. It was also important to protect the participant's identities throughout the entire process of the research. Practically, real names of respondents were not used only code names were used (see Table 4.3) for the qualitative data collected from interviews and focus group discussions (Presented in Chapter 5).

Table 4.3: Example of classifications of respondents

Gender	Occupation and description	Education	Codes
Male	Ward councillor	BAdmin	Cllr01
Male	Ward councillor	Diploma in IT	Cllr02
Female	Ward councillor	Matric	Cllr03
Female	NGO	Diploma in Marketing	R2
Female	Area manager	B-Tech in IT	R1
Male	Business owner	BCom Accounting	SMMER1
Male	Business owner	LLB	SMMR2
Male	Public official	BA Sociology	INKABMR1
Male	Public official	BA Communication Science	INK/ABMR2
Female	NGO	BA Community Development	R3
Male	NGO	Matric	R4
Male	Area manager	MBA	R5
Female	Ward committee	Matric	FGD2R1
Male	Ward committee	Secondary	FGD1R2
Female	Ward committee	Secondary	FGD1R3
Male	Ward committee	Matric	FGD2R4

Source: Generated by the researcher (2018)

4.16 Limitations of the study

In each and every study conducted, there are constraints that occur, which the researcher must be aware of beforehand. These limitations lead to undue delays and late submission. Some of these limitations may be caused by the lack of certain resources in the study, such as an

inexperienced researcher, limited time and limited financial support to complete the study (Tariq and Woodman, 2013). However, to mitigate such limitations, the researcher appointed the municipal officials and ward councillors in advance telephonically and sent written letters. The issue of financial matters is common, hence the researcher was able to seek funding from various institutions for financial assistance. Last but not least, the data collection approaches was tested before the main study. The researcher must use the proper data collection tools and methods established through conducting pilot testing before the main study. This study could be potentially conducted in other municipalities in South Africa. The researcher has chosen the eThekweni Municipality as the case study.

4.17 Chapter Summary

In this chapter, the different aspects of research design were discussed, which includes philosophical worldviews, research paradigms, research design, data collection tools, data quality control, data analysis, ethical aspects and limitation. These were discussed intensively. The mixed method design was used, Semi-structured interviews and survey questionnaires, focus groups, document analysis and pilot testing answering the research questions. The MMR was used which permitted the effective triangulation of data in the study. The Chapter further discussed the study site, population target, type of sampling used, data quality control, data analysis, ethical aspects, limitation of the study and conclusion. In the following chapter, the data presentation and analysis is provided.

CHAPTER FIVE: DATA PRESENTATION AND ANALYSIS

5.1 Introduction

The previous chapter discussed the research methodology utilized in this study. This chapter presents the data collected through interviews, focus group discussions and survey questionnaires completed by the respondents. The chapter presents and simplifies data in the form of graphs. It consists of five sections which presents the findings from both qualitative and quantitative data.

5.2 Demographic information

This section provides the biographical information of respondents in eThekweni Municipality. Figures 5.1-5.5 show information about the respondents in terms of race, gender, age, education, and occupation. Survey questionnaires were used to collect data in the study.

5.2.1 Race of participants

The researcher had to find out about the race of participants in the study because INK area comprises of places with Black Africans, Indians and Coloured. Figure 5.1 shows the percentage along racial lines in the study.

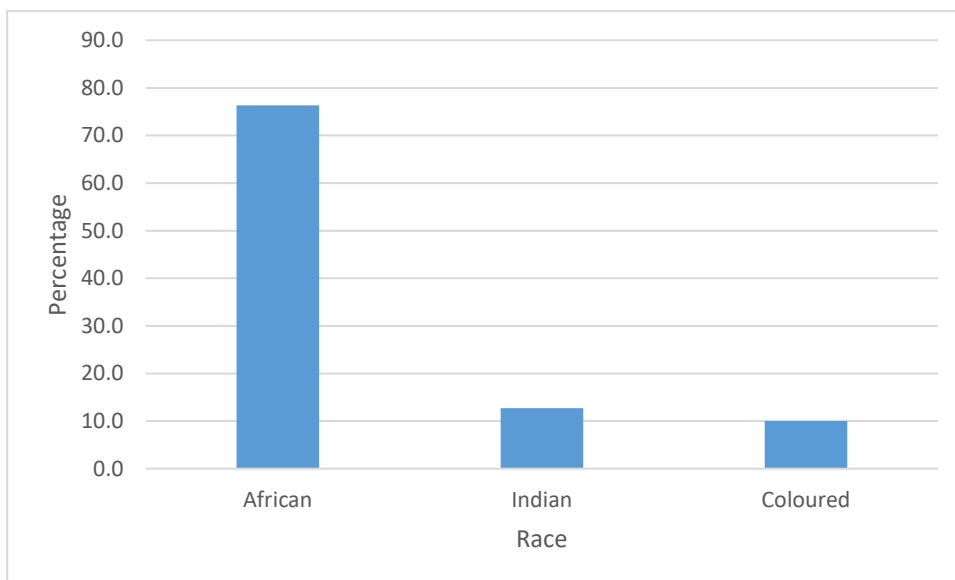


Figure 5.1: Classification of respondents according to their race in eThekweni Municipality

Figure 5.1 depicts that there were 84 Africans, 14 Indians and 12 Coloureds out of the 110 questionnaires received. This illustrates that 76.4 percent were Africans, 12.7 percent were Indians and 10.9 percent were Coloureds. This shows that the study was dominated by African respondents.

5.2.2 Gender of participants

The researcher needed to know the gender of respondents. This helped the researcher to know the percentage of males and females that participated in the study. Figure 5.2 shows the gender of respondents in eThekweni Municipality.

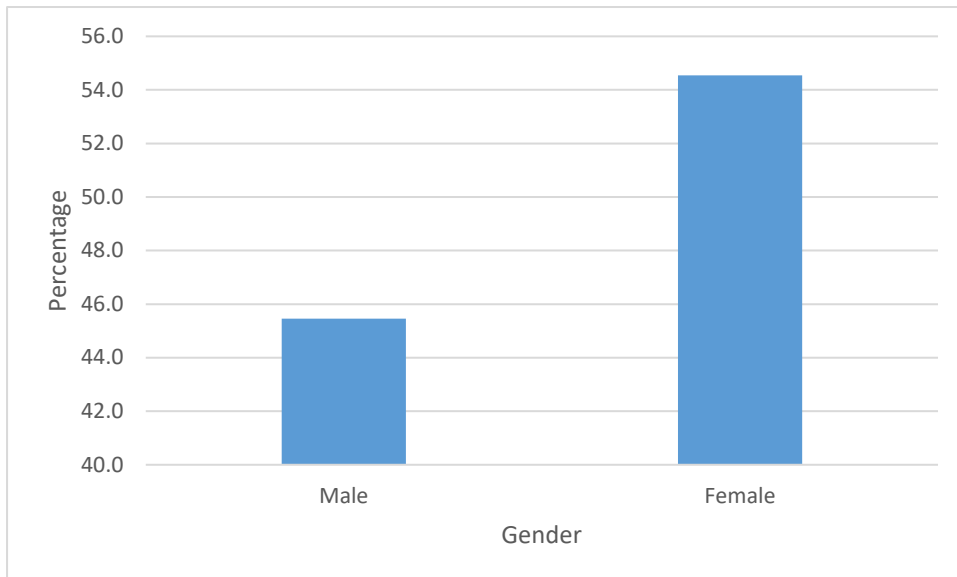


Figure 5.2: Classification of respondents according to their gender in eThekweni Municipality

Figure 5.2 demonstrates that 54.5 percent were females and 45.5 percent were males. The majority of participants were females, which shows that the study was dominated by female respondents.

5.2.3 Age of participants

It was necessary to determine the age of respondents for the researcher to assess the level of their understanding of LED projects. Figure 4.2 shows the age of respondents in eThekweni Municipality.

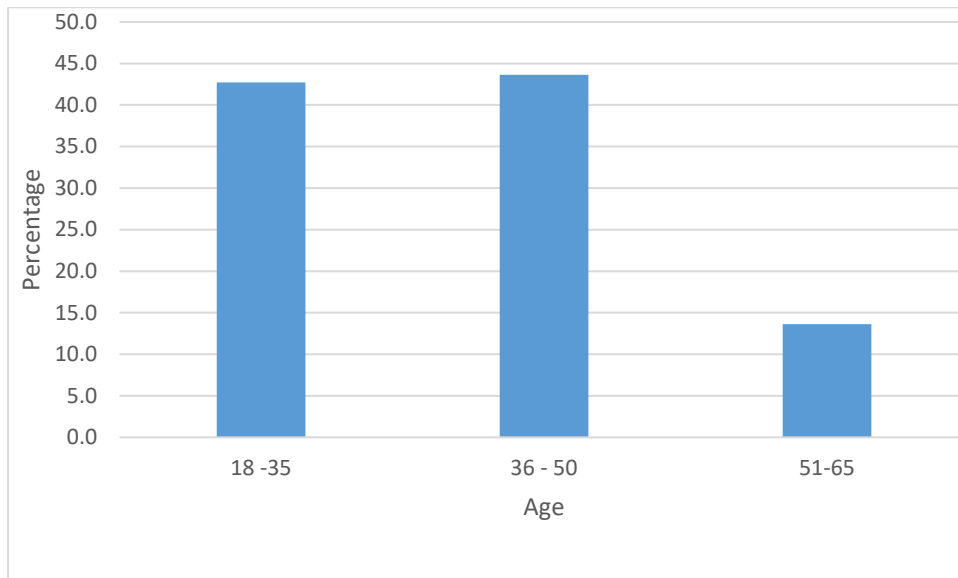


Figure 5.3: Classification of respondents according to their age in eThekweni Municipality

From the graph above, the respondents range between the age of 18-65 years. The majority of the respondents were between 36-50 years of age. The percentage of respondents between the ages of 18-35 years was 42.7%. The percentage of respondents who were between the ages of 36-50 years was 43.6 %, while the percentage of respondents between the ages of 51-65 years was 13.6%. This shows that for people between the ages of 36-50, there is a high level of participation or involvement in community-based projects in eThekweni Municipality.

5.2.4 Level of education

The researcher needed to know the level of education of the respondents because the different levels of respondents education influence the way they perceive the multi-stakeholder engagement in LED projects. The varying levels of respondents education are illustrated in Figure 5.4

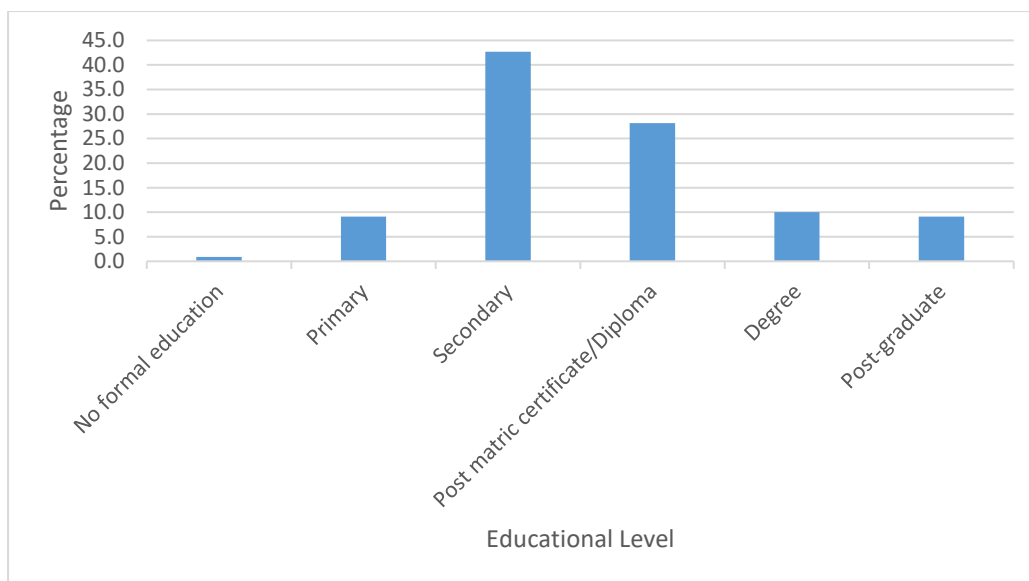


Figure 5.4: Classification of respondents according to their education in eThekweni Municipality

The level of education of the respondents in Figure 5.4 indicates that 9.1 percent of the participants had primary education; 42.7 percent had secondary education; 28.2 percent had a post-matric or diploma; 10 percent had degrees and 9.1 percent are post-graduates. In this study, most of the participants had a secondary education, there were none with no formal education and very few with primary education. This plays a major role in the respondents to understanding the survey questionnaire in order to provide appropriate responses on this subject. This shows that the respondents were able to fill the survey questionnaires without any challenges. The respondents were able to understand the questions and there was no need for translation in many instances.

5.2.5 Occupation of respondents

The researcher had to find out the employment status of the respondents because that could have implications for their understanding of the role of multi-stakeholder engagement in LED projects. The diagram indicates the occupation of respondents in eThekweni Municipality.



Figure 5.5: The classification of the respondents according to their occupation in eThekweni Municipality

Figure 5.5 reveals that the majority of respondents (40.9 percent) were unemployed, while 30.9 percent of the respondents were employed. Moreover, some of the respondents were self-employed, constituting 12.7 percent; while students were 11.8 percent and pensioners were 3.6 percent. It is evident that the rate of unemployment in eThekweni Municipality is very high. The above section presented the respondents' demographic information, collected through survey questionnaires. The following section of the dissertation presents the current state of multi-stakeholder engagement in LED projects in eThekweni Municipality. The following section of this chapter focusses on the five main research questions of the study.

5.3 The current state of multi-stakeholder engagement in LED projects in eThekweni Municipality.

This section focuses on how different stakeholders get involved in LED projects. It also presents the systems and structures used to encourage multi-stakeholder engagement in LED projects in eThekweni Municipality. This section is divided into six sub-sections.

5.3.1 Involvement of stakeholders in LED projects

To ensure the successful implementation of LED projects, the relevant stakeholders should work together to allocate basic services impartially and equitably. The eThekweni Municipality IDP draft process plan called for the involvement of all stakeholders and sectors in achieving Municipal Vision 2030. Moreover, all the stakeholders and sectors have an important role to play in the implementation of LED projects in eThekweni Municipality. The participants were asked if all stakeholders are involved in LED projects in eThekweni Municipality. Figure 5.6 shows the responses of the respondents pertaining to the involvement of stakeholders in LED projects in eThekweni Municipality.

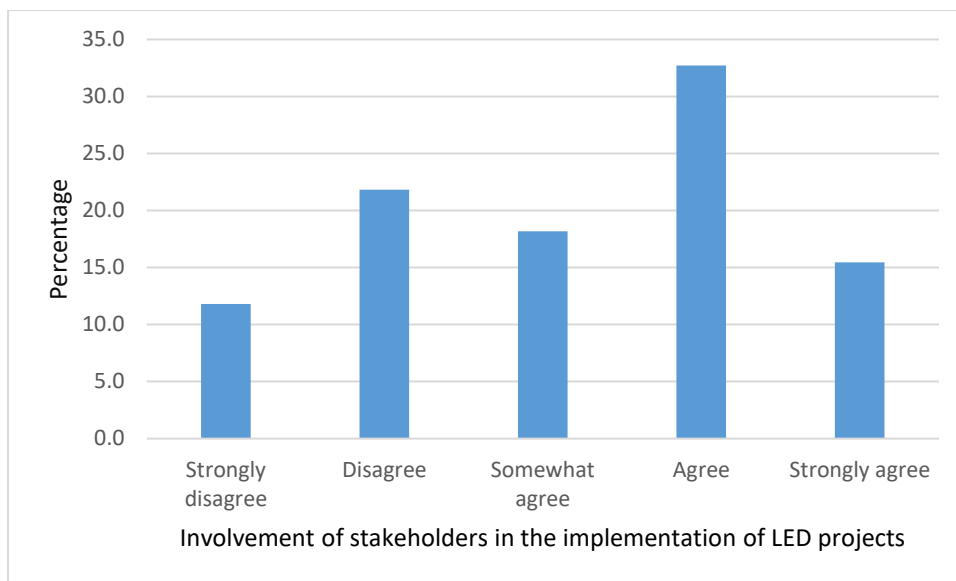


Figure 5.6: Multi-stakeholder involvement in the implementation of LED projects

Figure 5.6 shows that 67 percent of the respondents (33 percent strongly agreed) that all stakeholders are involved in the LED. There is also 18 percent who somewhat agreed that there is the involvement of stakeholders. Although 33 percent disagreed (12 percent strongly disagreed). Therefore, the data shows that large number of stakeholders are involved in LED projects in the eThekweni Municipality. This is supported by the interviews conducted as shown by the respondents cited here.

Ah... Multi-stake ah on LED projects there is an intense engagement on all projects that are currently taking, ah the reason is the emergence of the different business forum as an important stakeholder now. These business forums, what they do they force us to reconsider the system that was used in the allocation of work and how that work interacts with local communities (Cllr1).

All stakeholders are involved in the ward projects and sometimes outside the ward, but most of the time these actors are active within the ward (FGD1).

Ok...ah the stakeholders like community participation in the form of Community Development Workers, COGTA, CDWs, you know those CDWs are very active, ensuring that if there is going to be something like a campaigns or a projects they do loud hail to ensure full involvement and participation of community members (Cllr 2).

The above statements depict that most of the stakeholders are involved in LED projects in eThekweni Municipality. Therefore, it is clear that all stakeholders are involved in the implementation of LED projects in eThekweni Municipality. It shows that the eThekweni Municipality has structures and systems used for multi-stakeholder engagement. Moreover, 66 percent agrees that all stakeholders are involved in LED projects and it indicate there is active public participation in eThekweni Municipality.

5.3.2 Advocating multi-stakeholder engagement in LED projects

It is the role of the municipality to encourage multi-holder engagement of all stakeholders in the implementation of developmental projects. The researcher needed to know that eThekweni Municipality advocates the multi-stakeholder engagement in LED projects. Respondents were asked if eThekweni Municipality is advocating active multi-stakeholder engagement in LED projects. Figure 5.7 shows the level of agreement regarding the advocating of multi-stakeholder involvement in LED projects.

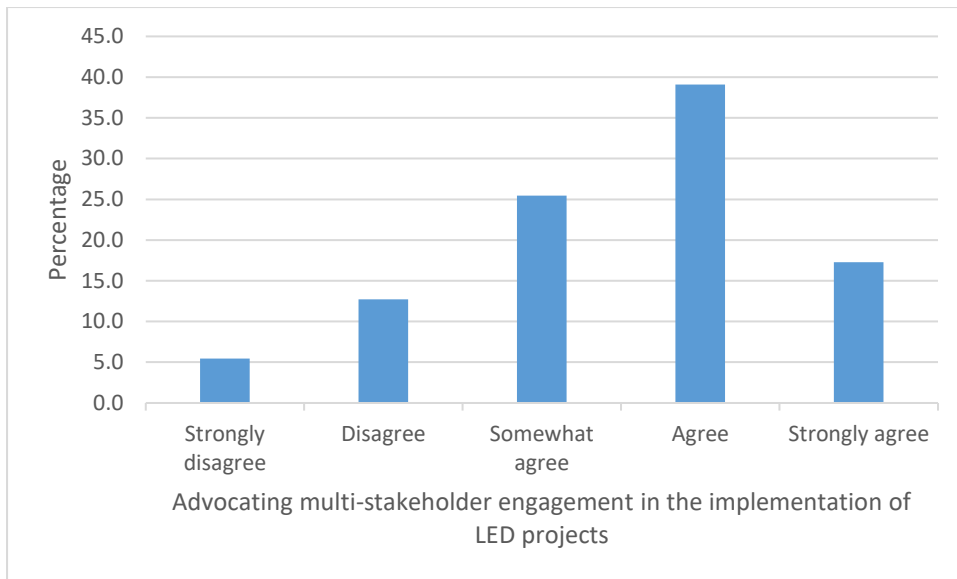


Figure 5.7: Advocating multi-stakeholder engagement in LED projects

Figure 5.7 shows that the majority of respondents agreed that the eThekweni Municipality encourages multi-stakeholder engagement in LED projects. Out of the 82 percent that agreed, 39 percent agreed and 17 percent strongly agreed. The rest might mean that eThekweni Municipality is encouraging multi-stakeholder engagement in LED projects. Only 18 percent of respondents disagreed and 6 percent strongly disagreed. The reason for these findings is that eThekweni Municipality is complying with the legislative frameworks to encourage citizen participation. This mean that the officials of the municipality support the engagement of stakeholders in LED projects.

5.3.3 Izimbizo as a tool for effective multi-stakeholder engagement

Numerous platforms are used to enhance multi-stakeholder engagement in LED projects. Izimbizo is the one of the effective means to encourage active participation. The respondents were asked whether izimbizo is a tool for effective multi-stakeholder engagement in LED projects in eThekweni Municipality. Figure 5.8 presents the respondents' opinions on whether or not izimbizo is an effective tool in LED projects in eThekweni Municipality.

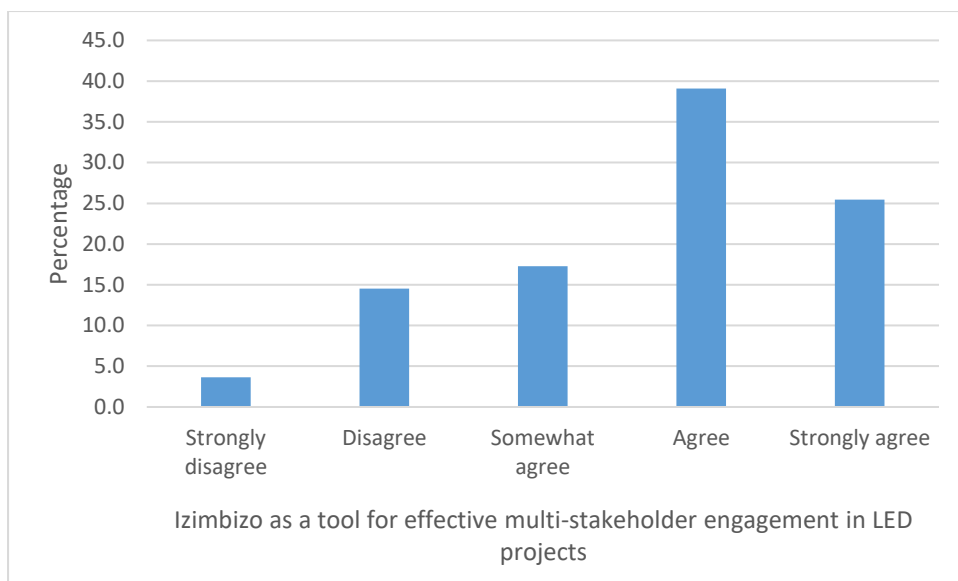


Figure 5.8 Izimbizo as a tool for effective multi-stakeholder engagement

Figure 5.8 demonstrates that 82 percent of participants agreed that izimbizo are used as an effective means for multi-stakeholder engagement in LED projects in eThekweni Municipality. Out of 82 percent, 26 percent strongly agreed, while 39 percent agreed. The fact is that 18 percent of the respondents disagreed, whilst 17 percent of somewhat agreed. This shows that there is adequate indication that the respondents agreed that izimbizo are used as a tool for effective multi-stakeholder engagement in LED projects in eThekweni. The documentary review, such as IDP, acknowledges the importance of izimbizo in ensuring active public participation. This is also in line with what some of the interviewees revealed in the interview as follows:

As we have mentioned that we have Izimbizo and we also have as this department we also have “Masakhane” There is a word called Masakhane...Masakhane it where we mobilize people to come and express their views and challenges and then we take those views and challenges we go with it and place it relevant departmentS and instruct them to respond within particular timeS (R5).

If there are Izimbizo (Magogo) Magogo compareS to the number of people and the time schedule is disadvantageous (during weekdays) you see that. (people are still at work) thoroughly who are contributors to...who are supposed to be contributing (air their thoughts), yes what I can say to be fair and square (SMMR2).

This also confirms that izimbizo are very instrumental and helpful through Masakhane and other structures in the allocation of resources. Additionally, Izimbizo assist local communities to express their views and challenges in relation with the specific department or entity. However, the time slot is very problematic for those who are working as they normally take place during weekdays and working hours.

5.3.4 Media platforms as the tool for effective multi-stakeholder engagement

The use of mass media in many organizations has increased dramatically for efficiency and effectiveness. Media platforms such as newspapers, the internet, emails, radio and television are commonly used nowadays to disseminate information. The respondents were asked whether media platforms are used as a tool for effective multi-stakeholder engagement in LED projects in eThekwin Municipality. Figure 5.9 presents the respondents' opinions on whether or not media platforms are an effective tool in the LED projects in eThekwin Municipality.

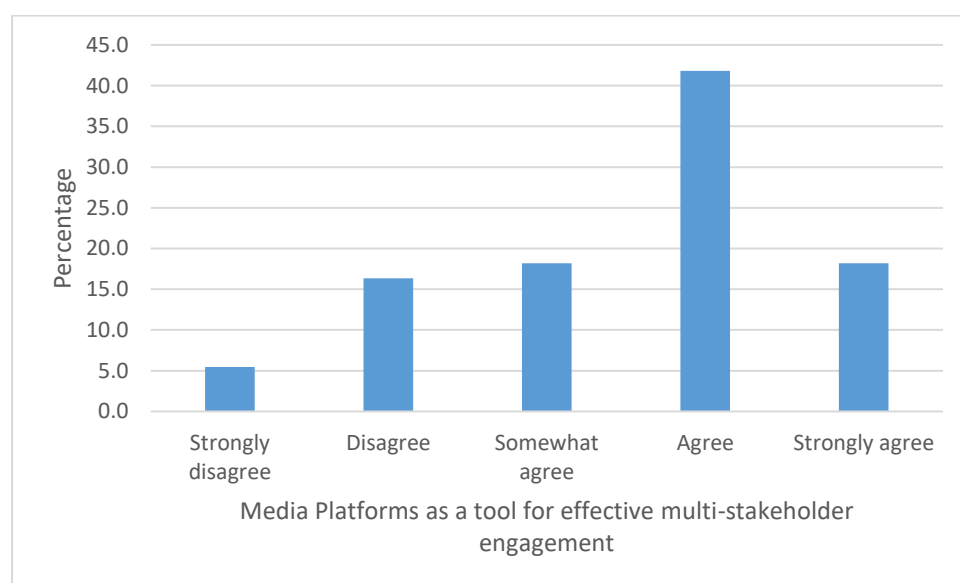


Figure 5.9 Media Platforms as a tool for effective multi-stakeholder engagement

Figure 5.9 demonstrates that 78 percent of participants agreed that media platforms are used as a tool for effective multi-stakeholder engagement in LED projects in eThekwin Municipality. Of the 78 percent, 18 percent strongly agreed, 21 percent of the respondents disagreed, whilst 18 percent somewhat agreed. This shows that there is adequate indication that the respondents agreed that media platforms are used as a tool for effective multi-stakeholder engagement in LED projects in eThekwin. The data provided by respondents in the questionnaires concerning the use of media platforms were also confirmed by some respondents in interviews as follows:

Yes we were invited and as I alluded before, I did not attend as we also heard through Radio but when they said what was going to be the subject matter, was all about budget allocation (SMME1).

Yes...another thing...me I get involved through my political activism (not as an NGO) but that has caused that lack of interest to those organizations because everything is being publicized on those newspapers as you were saying. You see tenders are being publicized on Ezasegagasini newspaper you see and I can also blame members of non-political structures, (they are not effective) that it is (SMMER2).

Respondents also recommended more use of multimedia platforms to ensure multi-stakeholder engagement in LED projects in eThekweni Municipality.

I think the advertisement, it should be done in a way that it will encourage people that there will be input that they will do to projects before they start, so meaning to each and every time they convene meeting, stakeholders be present to say this we want you to do but not to advertise to single media platforms but multiple media platforms, need to be utilized at the fullest (SMMER1).

These statements above show that eThekweni Municipality uses media platforms for active multi-stakeholder engagement in LED projects. It also shows that somehow, some relevant stakeholders are not sufficiently informed about how the multimedia platforms should be utilized to ensure every stakeholder is well-informed about the implementation of LED projects in eThekweni Municipality. Moreover, this implies that the media platforms are used as effective tools for multi-stakeholder engagement in LED projects in eThekweni Municipality.

5.3.5 War rooms as a tool for effective multi-stakeholder engagement

Every ward in eThekweni Municipality has a war room meeting, which usually occurs once a month to discuss the issues that affect society. The war room meeting is made up of various stakeholders in the society. These stakeholders are a part and parcel of decision-making processes. Respondents were asked if the war room is used as an effective tool for multi-stakeholder engagement in LED projects in eThekweni Municipality. Figure 5.10 records the respondents in this regard.

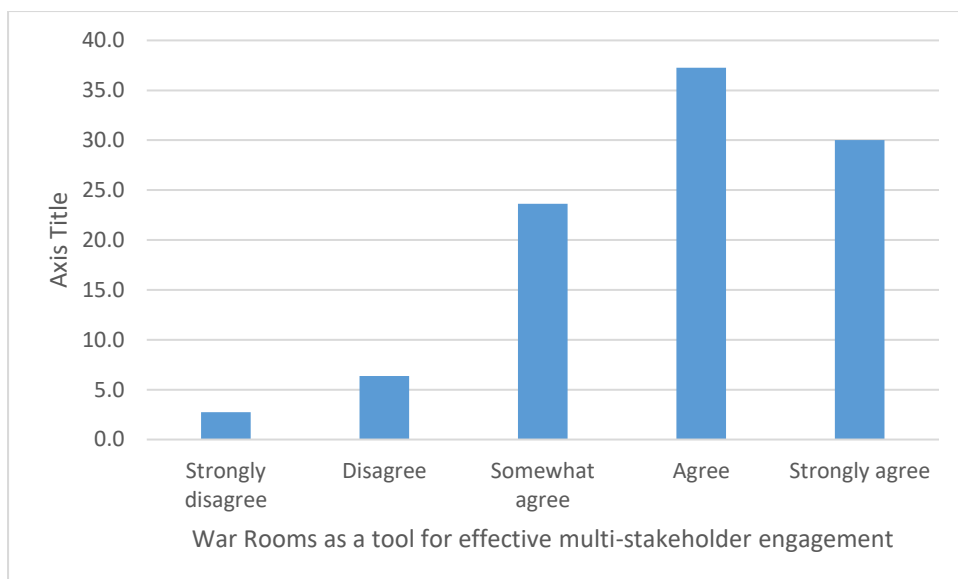


Figure: 5.10 War room as a tool for effective multi-stakeholder engagement

Figure 5.10 discloses that the majority (91 percent) of respondents agree with this statement, with 30 percent strongly agreeing that war rooms are used as an effective tool for multi-stakeholder engagement in LED projects. Therefore, one might say that some of the war rooms are very effective to ensure multi-stakeholder engagement in the implementation of LED projects. This is true because only 9 percent disagreed, whilst 24 percent somewhat agreed, that the war rooms are used as a tool for effective multi-stakeholder engagement in LED projects. This suggests that the respondents are aware of the effectiveness of war rooms in ensuring active public participation. Nonetheless, those who are not aware of the role of war rooms as effective tools for multi-stakeholder engagement need to understand the importance of war rooms in the allocation of services. This is supported by the following interviews below:

There are war room meetings where we discuss community issues in the area. There are war rooms and LTT. What does it mean?LOCAL TASK TEAM. What is the function of LTT? To discuss the issues that have been on war room meetings and these issues are elevated to Provincial...what...what (FGD2R1)

...Ya, the structures that we have, the stakeholder engagement meeting that normally take place at INK and Ok the second one, the structures such as war rooms where different stakeholders are being able to listen and address various issues in the community (R1).

Ok. for now onwards each ward got a war room. War rooms are responsible for engaging all structures such as NGOs and government departments to come and listen to communities'

concerns and refer or assist where they can. Yes, Operation Sukuma Sakhe (OSS) is very instrumental you see (R4).

Even though the war room is instrumental, it was said that some of stakeholders do not attend. This is supported in the following interview:

I will say some stakeholders are not active and some are active. For example, the department of home affairs is not active at all. They supposed to join war room every time, right. INK always involved yah. What about the private sector or other agencies in war rooms ?... The war room which I have attended I never seen a private sector. I am not saying there are not there or they are not part of the war rooms, I have attended I have not seen. Maybe they are not invited at the first place (R2).

In summary, the above statements show that most of the respondents understand the importance of war rooms for effective multi-stakeholder engagement in LED projects. In addition, most of the stakeholders are involved in the war room meetings on a monthly basis. In the municipality in question, not all stakeholders are active or fully involved in the war rooms, as shown by the findings. Moreover, 91 percent agreed that the war rooms are used as a tool for effective multi-stakeholder engagement in LED projects. Furthermore, the findings show that the war room is commonly used as a tool to ensure active citizenship in eThekweni Municipality.

5.3.6 Mayoral roadshows as a tool for effective multi-stakeholder engagement

Mayoral roadshows are one of the important means of encouraging multi-stakeholder engagement in various projects. The mayoral roadshows are significant in discussing issues concerning priorities in communities. To seek the opinions of respondents on whether or not the mayoral road shows are used as an effective tool for multi-stakeholder engagement in LED projects, respondents were asked if the mayoral roadshows are used as an effective tool for multi-stakeholder engagement in eThekweni Municipality. Figure 5.11 depicts information on whether or not mayoral road shows are used as a tool for effective multi-stakeholder engagement in LED projects in eThekweni Municipality.

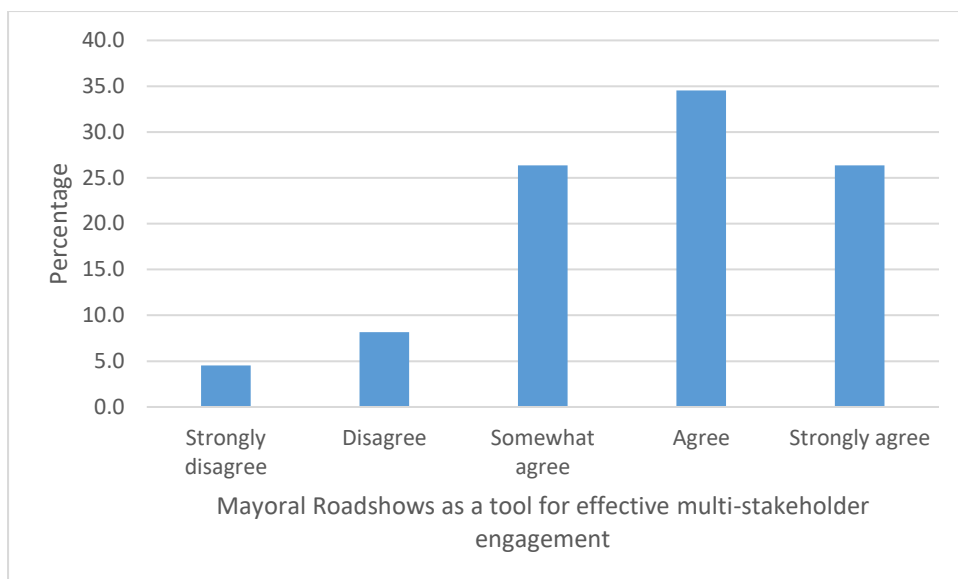


Figure 5.11 Mayoral road shows as a tool for effective multi-stakeholder engagement

Figure 5.11 reveals that 87 percent of respondents agreed that mayoral roadshows are used as an effective tool for multi-stakeholder engagement in LED projects; 12 percent disagreed of which 5 percent strongly disagreed; whilst 26 percent somewhat agreed. This would suggest that mayoral roadshows are used as a tool for effective multi-stakeholder engagement in LED projects. However, there are few respondents who disagreed with the effectiveness of mayoral roadshows. This is supported by a view obtained from one of the interviews:

So far, the LED projects that I have seen in eThekweni we have been invited on the IDP roadshow in Magogo Stadium whereby the municipal mayor explained what are the projects in place and what we have to expect in the ward (R4).

Nope... nope that has indeed happened because I remember at one stage there is this one there was a budget allocation when the Mayor called people and said this is budget allocation so the projections for 2019 so maybe that one might also be included there. I remember there was something like that which was announced from radio FM as an advert that the mayor was going to be there of which like when you speak like that I think that was also there part and parcel because she was mentioning that there will be an expansion that will take place in Bridge City and Metro Police capacity will be increased at KwaMashu, there were a lot of things(SMMER1).

The above statements show that mayoral roadshows are used as a tool for effective multi-stakeholder engagement in LED projects in eThekweni Municipality. Further to this, a number of respondents agreed that mayoral roadshows have a great significance in encouraging active public participation in eThekweni Municipality. The main reason is that the mayoral roadshows

bring political heads and public officials to engage communities on the issues that need attention. Further to that, the mayoral roadshows enable the communities to express their concerns pertaining to service delivery.

5.4 The level of multi-stakeholder engagement in eThekweni Municipality

5.4.1 Decision-making

The successful implementation of LED projects relies on the collective decision-making of all stakeholders. Further to that, all stakeholders should be given an opportunity to make decisions pertaining to service delivery. This question aims to ascertain if all stakeholders take decisions in the LED projects in eThekweni Municipality. The respondents were asked if they are involved in the decision-making in the LED projects in eThekweni Municipality. Figure 5.12 below shows the level of relevant stakeholder engagement in the decision-making processes in eThekweni Municipality regarding LED projects.

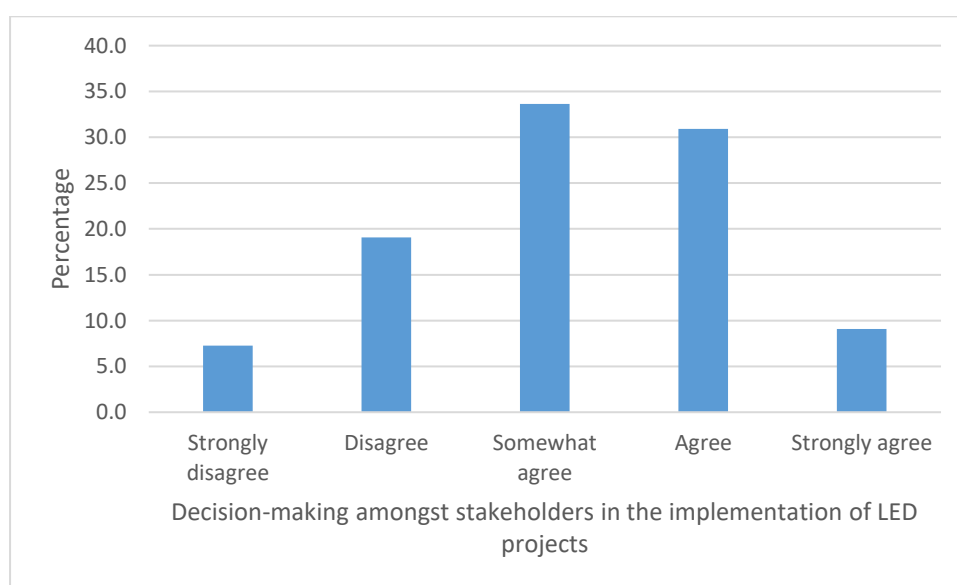


Figure 5.12 Decision-making amongst stakeholders in the implementation of LED projects

Figure 5.12 reveals that 9 percent of respondents strongly agreed and 31 percent agreed, whilst 34 percent somewhat agreed. Respondents who strongly disagreed made up 7 percent and 19 percent disagreed with the statement. The majority of respondents agreed with the statement, which comprises 74 percent. During the interviews, one of the interviewees made a contradictory statement that:

My brother the way I view the IDP as an Integrated Development Plan...you see from what I can say maybe from another angle I don't think it is in line. (Why) simply because my brother what is being said as the plan it doesn't go accordingly you see. The involvement of the community if we are talking of budget hearing there are very few people. If the budget is going to be presented and the space of engagement ay...ay my brother is very (limited) limited you see (SMMER2).

The above views are not in line with the results of the respondents on the questionnaire. This shows that not all relevant stakeholders are involved in decisions relating to the implementation of LED projects in eThekwin Municipality.

5.4.2 Power-sharing

Different stakeholders are entitled by numerous policies to share power in the implementation of LED projects in eThekwin Municipality. The respondents were asked if the power is shared amongst the formal and informal structures in LED projects in eThekwin Municipality and their responses are shown in Figure 5.13.

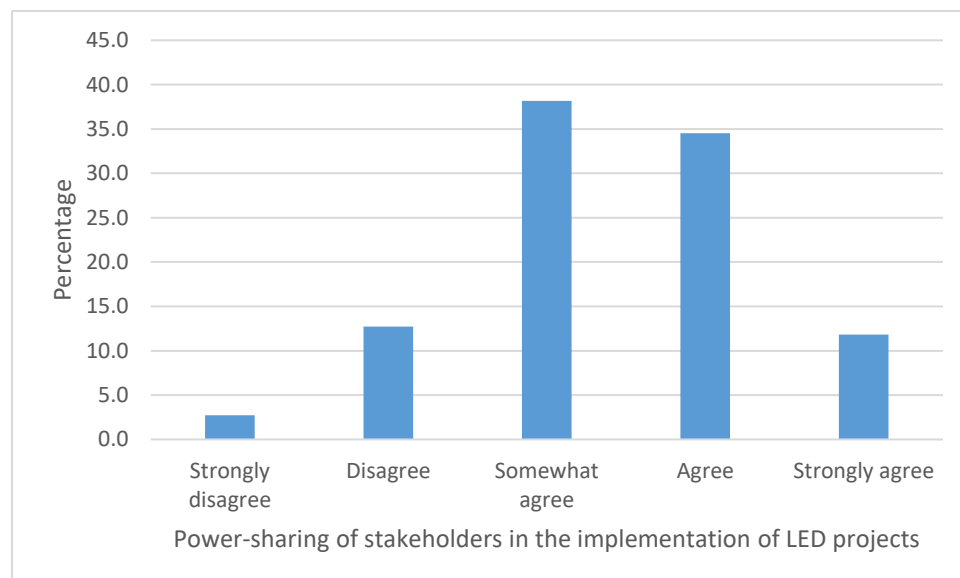


Figure 5.13 Power sharing of stakeholders in the implementation of LED projects

Figure 5.13 reveals that the highest percentage (38 percent) came from those respondents who somewhat agreed that all structures are sharing power in the implementation of LED projects, followed by those who agreed (35%) and those who strongly agreed at 12 percent. However, those who disagree with the statement constitute 16 percent, of which 3 percent are those

responses that strongly disagreed and 13 percent are those responses that disagreed. Therefore, the vast majority of respondents agreed (85 percent) to varying levels of the statement.

This shows that all the structures, whether formal or informal, are sharing power in the implementation of LED projects in eThekweni Municipality, regardless of association, political party, creed, group and status.

5.4.3 Partnership

In the LED projects in eThekweni Municipality, there is room for partnerships among various actors. The respondents were asked if different stakeholders were partnering during the LED projects and their responses are shown in Figure 5.14.

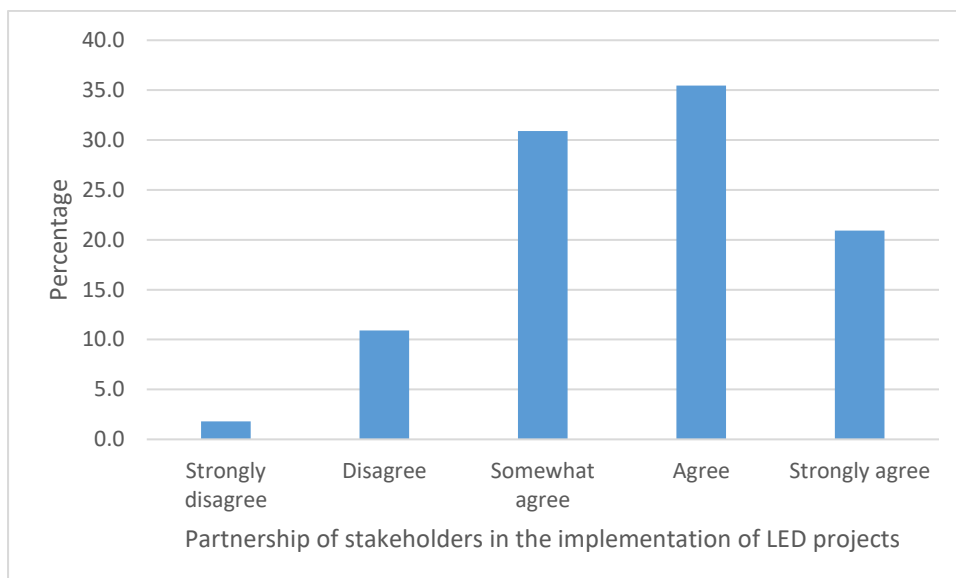


Figure 5.14 Partnership of stakeholders in the implementation of LED projects

Figure 5.14 shows that the highest percentage were those respondents who agreed (87%), followed by 21 percent of respondents who strongly agreed; 36 percent agreed and those who somewhat agreed were 31 percent. Only 13 percent of respondents disagreed with the statement that there is room for partnerships in LED projects in eThekweni Municipality, whereas 2 percent strongly disagreed and 11 percent disagreed. There is a noticeable difference between the strongly agreed and agreed and also regarding those who strongly disagree and disagree.

...I will say I believe that stakeholders are working together to make sure that LED is a success. INK is one example, of course. This will be the hospital that is underway where we saw community through INK trust working together with the Department of Health and eThekweni

municipality, which is to facilitate that partnership taking place or that stakeholder engagement is taking place for that project a success (INKABMR2).

This shows that there is a good partnership amongst relevant stakeholders in the LED projects in eThekweni Municipality. However, eThekweni Municipality needs to ensure that all stakeholders are involved in all LED projects to facilitate a healthy partnership, particularly with previously disadvantaged groups.

5.4.4 Concerns and Thoughts

The focus here is on the sufficiency of platforms for various actors to express their concerns and thoughts regarding LED projects in eThekweni Municipality. The respondents were asked whether there were adequate platforms for stakeholders to air their concerns and thoughts on LED projects. Their responses are shown in Figure 5.15.

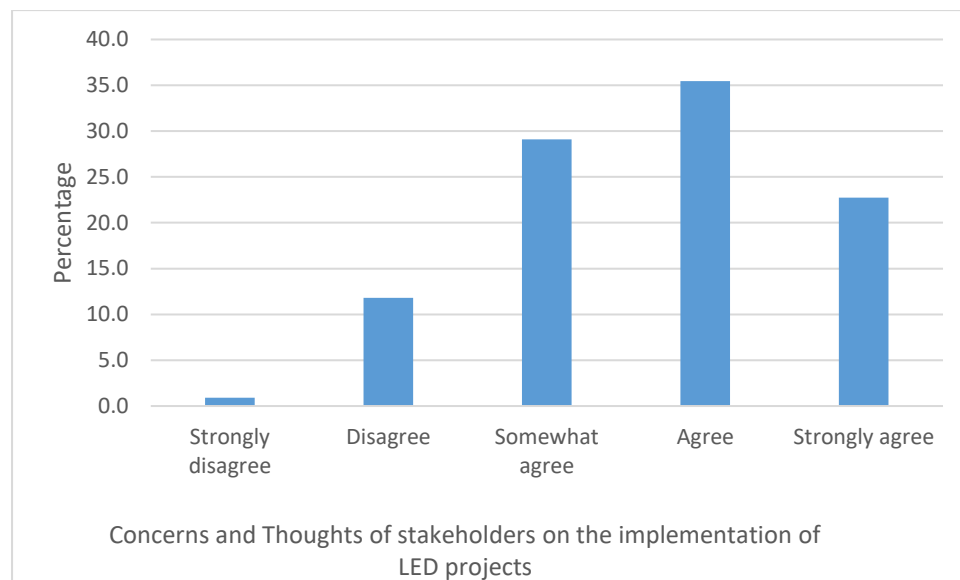


Figure 5.15 Concerns and Thoughts of stakeholders in the implementation of LED projects

Figure 5.15 discloses that the majority (36%) of respondents agreed that stakeholders have platforms to express their concerns and thoughts regarding the LED projects, followed by respondents who somewhat agreed with 29 % and 23 % of those who strongly agreed. Only 12 percent disagreed and 9 percent strongly disagreed with the statement. An overall 87 percent agreed with the statement to varying degrees. This indicates that eThekweni Municipality enables stakeholders to express their views pertaining to LED projects.

5.4.5 Consultation

Regular consultation has a positive impact on the LED projects. The respondents were asked whether there was regular consultation of relevant stakeholders in the implementation of LED projects in eThekwin Municipality. Responses are shown in Figure 5.16 below.

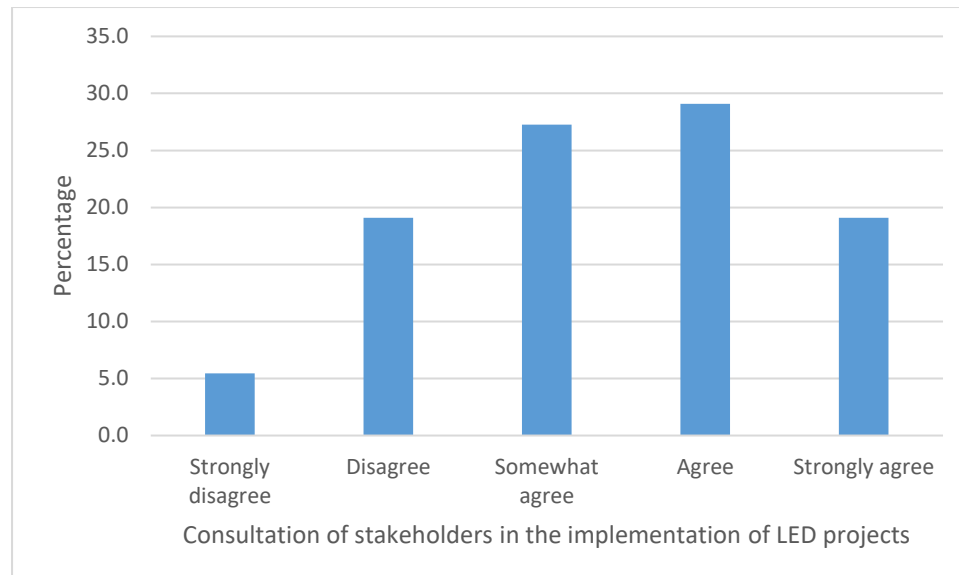


Figure 5.16 Consultation of stakeholders in the implementation of LED projects

From Figure 5.16, it can be seen that the minority (25 %) disagreed with the statement, whereby 6 % strongly disagreed and 19 % disagreed. Hence, the majority (76 %) of respondents generally agreed with the statement, whereby 19 percent strongly agreed, followed by 29 percent who agreed and 27 percent who somewhat agreed. In total, the vast majority of respondents agreed with the statement above that there are regular consultations of relevant stakeholders in LED projects in eThekwin Municipality. The findings show that they are a justification of results due to the variety of structures and systems in place in eThekwin Municipality to ensure regular consultation of different stakeholders, such as war rooms, IDP reviews and budget hearings. In addition, eThekwin Municipality values and promotes the eleven Batho Pele principles, amongst which is consultation in order to achieve a high standard of service delivery. R5 noted that:

“Okay I think on that one as we speak in one of our wards, like ward 38, we have the library that is coming from our other sister departments due to the fact that we had Community-Based Planning (CBP). The community submitted their priorities in terms of saying these are the things that we think as the community they affect them most and they need them most. One of the priorities in that ward was a library close to them and they made a recommendation at

least they should have a mobile library. They have benefited because the library is existing now.

On the other hand, R4 stated that:

I will say what is happening, they try to involve all stakeholders but the challenge is doesn't start on the grass root level (bottom-up approach). Even though they are coming with positive concepts in some instances and the community is engaged at the later stage. As a result, they came with the concepts they understand and the communities do not understand (lack of consultation) ...yes lack of consultation-

These results indicate that if there is a consultation with various stakeholders before the implementation of projects there is more efficiency and effectiveness. However, some view the LED projects as being affected by bureaucracy and with a lot of work stoppages during the implementation of these projects, even though they do have an impact on people's lives.

5.4.6 Information

There are various means or platforms of passing information to relevant parties by government departments, SOEs and municipalities in South Africa. The question here was that does eThekweni Municipality share information with stakeholders pertaining to the LED projects? The modes of passing information to stakeholders may differ from one to another. The respondents were asked whether eThekweni Municipality provided accurate information to its stakeholders in the LED projects and their responses are shown in Figure 5.17.

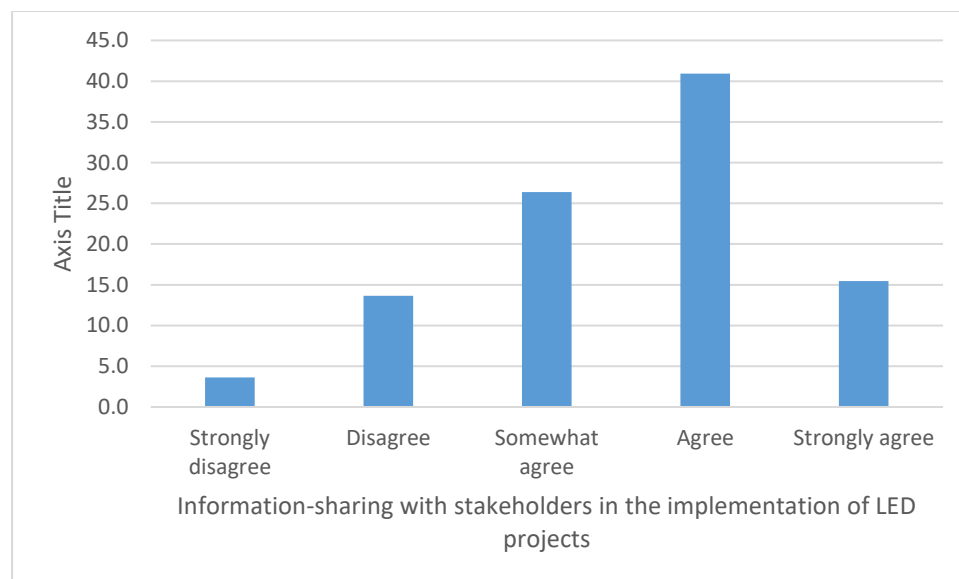


Figure 5.17 Information-sharing with stakeholders in the implementation of LED projects

The summary statistics in Figure 5.17 illustrate that the majority, (41 percent), agreed that accurate information is given to relevant stakeholders. This is followed by 26 percent who somewhat agreed. The majority of respondents (83 percent) agreed to varying degrees with the statement, whilst 17 percent disagreed with the statement. Of 17 percent, 4 % strongly disagreed and 14 percent disagreed. This implies that the highest percentage of respondents agreed that information is transmitted to various parties and the municipality is complying with the bylaws and the municipal IDP. In essence, the eThekweni Municipality is caring and attempts transparency regarding every stakeholder in achieving vision 2030. In one of the interviews, the interviewees highlighted something contrary to the results above:

... However, the oppositions do not get information and other youths involved in the sport, do not get information (SMMER2).

I think, sir we share important information that people want. As a result of that information, people will explore and get opportunities (INKABMR1).

In eThekweni Municipality, the provisioning of accurate and adequate information should be a priority in order to adhere to the eleven Batho Pele principles and policies that encourage the dissemination of information to various parties. Thus, a well-informed and knowledgeable party leads to the effective and efficient implementation of LED projects. This is an indication that the eThekweni Municipality is trying its best to provide accurate and relevant information timeously to the residents.

5.4.7 Educating and Enabling

The proper education and enabling of the poorest of the poor by the haves is vitally important in the community. Moreover, in this context, the power holders have a role to play in empowering those who are following in order to bridge the gap between the “haves” and “have-nots”, uplifting the socio-economic development of society. The respondents were asked what programmes the elite groups have to educate and enable the “have-nots” pertaining to LED projects in eThekweni Municipality. Their responses to this statement are shown in Figure 5.18.

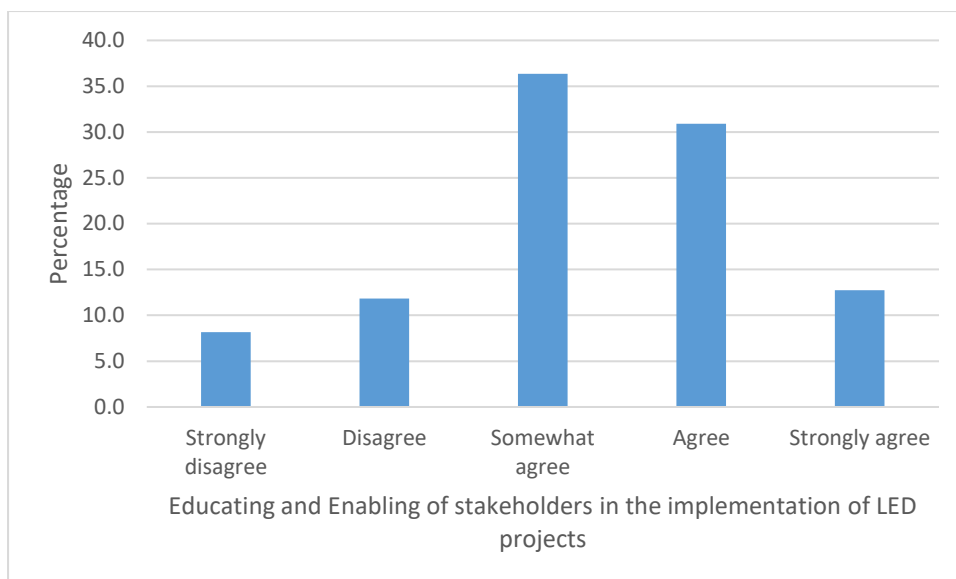


Figure 5.18 Educating and Enabling of stakeholders in the implementation of LED projects

Figure 5.18 above reveals that 31 % of respondents agreed that the elite were educating and enabling the have-nots, whilst 36 percent somewhat agreed and 13 percent strongly agreed. Only 20 percent of the respondents disagreed, whereby 8 % strongly disagreed and 12 % of them disagreed with the statement. Therefore, the majority of respondents tend to agree (80%) that the ‘haves’ are educating and enabling the ‘have-nots’. The following interviewees agree with the results and highlighted that:

We took initiatives through the structure called Operation Sukuma Sakhe (OSS) that all those people who have interest can have the platform where they will get skills to be trained in order to manage their businesses, through departments assisting local people (R5).

Not really, beside the community participation, if the project is about to commence where you will have to check from them about dates, if they have any expectation and also introducing the contractor and assisting them in advising them on how to become part of the project (R3).

The above statements indicate that communities are being educated and enabled, particularly the poorest of the poor, in the LED projects in eThekweni Municipality. In addition, the majority of respondents agreed that the ‘have-nots’ are educated and enabled, although the minority disagreed with the statement. Therefore, it is clear that eThekweni Municipality understands the purpose of educating and enabling people.

5.4.8 Lack of consultation

The question arises whether it is necessary for the executive to take decisions on their own, without consulting and involving other stakeholders in decision-making processes. The respondents were asked whether at any given time the council or executive have taken decisions without the proper consultation of all relevant stakeholders in LED projects in eThekweni Municipality. Figure 5.19 shows an overview of their responses.

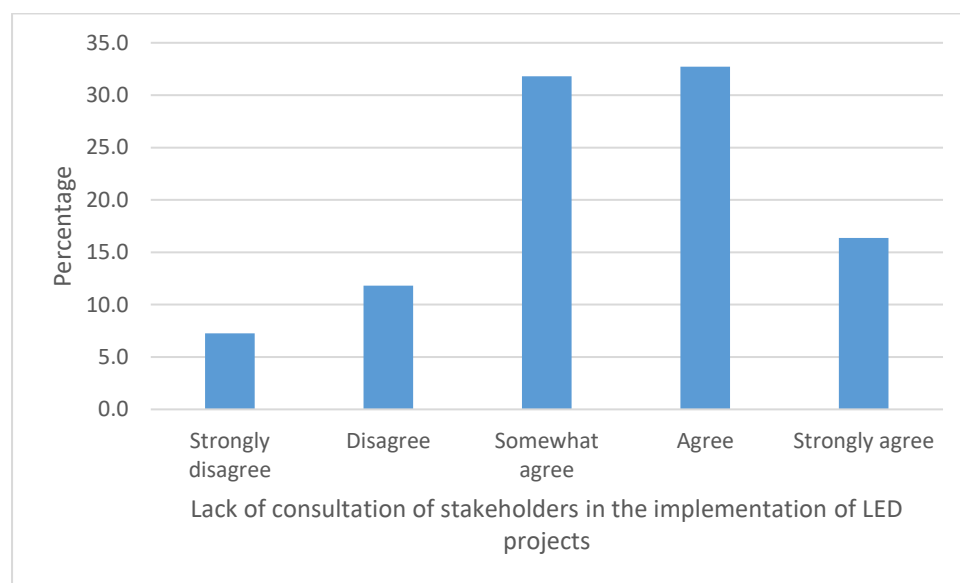


Figure 5.19 Lack of consultation of stakeholders in the implementation of LED projects

Figure 5.19 shows that the majority (81 %) agreed with the statement that at some point, the executive does take decisions with the full consensus of all relevant stakeholders. However, a minority (20%) of respondents disagreed, whereas 7 % strongly disagreed and 12 percent disagreed with the statement. This is a critical part of multi-stakeholder engagement which eThekweni Municipality needs to address. Moreover, this element of bureaucracy leads to poor service delivery, a lack of responsiveness and maladministration and consequently service delivery protests and unrest. During the interviews conducted, the findings revealed that on this question there are differences in opinions amongst the respondents:

The projects have started, but, it had a lot of disturbances with work stoppages. They are currently busy with this Northern Aqueduct, which is very broad. It goes across my ward 37... (CLLR3).

Yes,-we do work with other wards. For instance, to date there is a small installation by Telkom or by MTN where we install cable so we are ward 107, 47, 54. We do meet and discuss other issues. We do work together to deal with some issues that affect all our collective (CLLR2).

This contradiction could be as a result of the respondents' perceptions of the current state of service delivery in eThekweni Municipality. Some of the factors that cause the contradiction could be some instances of work stoppages in some LED projects and service delivery protests that occur frequently in eThekweni Municipality.

5.5 The impact of LED projects in eThekweni Municipality

5.5.1 Poverty reduction

LED in the South African perspective should reduce poverty, which is one of the NDP goals to be achieved by 2030. The level of poverty is very high and according to the municipal IDP the LED projects in eThekweni Municipality should play a great role in poverty alleviation. The respondents were asked whether the LED projects have been successful in reducing poverty in eThekweni Municipality. The responses to this statement are shown in Figure 5.20.

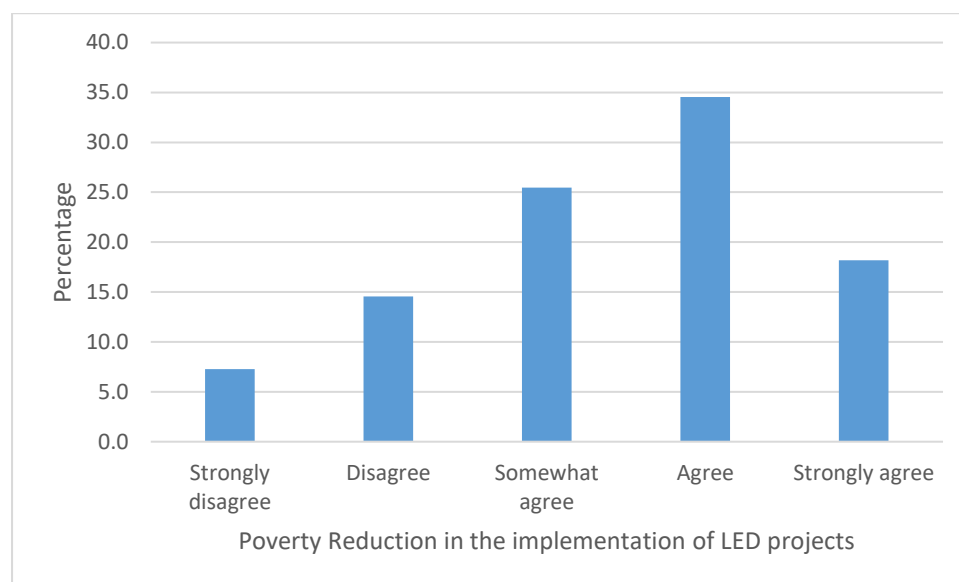


Figure 5.20 Poverty reduction in the implementation of LED projects

Figure 5.20 reveals that of the majority of respondents, 35% answered that they agreed that LED has been successful in reducing poverty in eThekweni Municipality, followed by respondents who somewhat agreed at 26 %. Other respondents who disagreed made up 15%.

Those who strongly agreed comprise 18 %, as opposed to those who strongly disagreed that made 7 % of the respondents. All in all, the majority (78%) of the sample agreed to varying degrees with the statement.

Yes it addresses poverty alleviation, some people have benefited and I don't want to lie. There are many houses which closed and vacant you see. So I will say it is contributing to those who are benefiting and they make a living (SMMER2).

EPWP as a part of LED, contributes a lot when it comes to poverty alleviation. That one EPWP extended programme, this one in eThekweni is playing a critical role in addressing poverty so it is contributing a lot (Cllr2).

In terms of poverty reduction, there are means in which the communities are given something, but, then again it is not helpful to spoon-feed the community. It is better to give them skills rather than hand-outs because the local people will grow (R2).

This indicates that a wide variety of programmes such as the EPWP, Zibambele, Masakhane, CWP and OSS exist to reduce poverty in eThekweni Municipality. The Programmes and projects need to ensure that these LED projects are sustainable and enhances the economy to address the problem of pro-poor or pro-growth LED projects.

5.5.2 Job creation

Literature has proven that in eThekweni Municipality, there is a high rate of unemployment. Job creation through LED projects in eThekweni Municipality is key to fighting unemployment. eThekweni Municipality has a variety of programmes to reduce unemployment, such as EPWP, Zibambele and Community Work Programmes. The respondents were asked if the LED projects have been successful in generating employment. Their responses are shown in Figure 5.21.

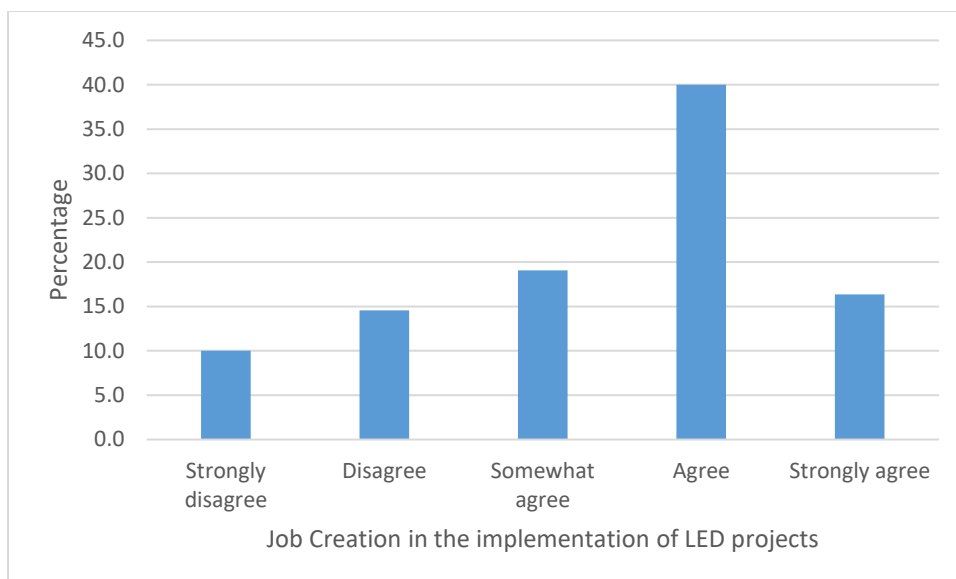


Figure 5.21 Job creation in the implementation of LED projects

As shown in Figure 5.21, 40% of the respondents, a majority, agreed that the LED projects have been successful in creating employment, followed by those who somewhat agreed at 19%. The respondents who disagreed with the statement made up 15%. Only a small percentage of respondents strongly disagreed, who comprised 10%. The overall majority of respondents agreed to varying degrees with the statement (76%).

Jobs have been created. The rate of people who are unemployed is decreasing, while the level of people who have jobs is increasing (FGD1R2).

In terms of job creation...you know there are some programmes that are created by the municipality, like, if there is going to be a big project of houses the municipality takes young people to train them for some skills, such as plastering, plumbing and so forth. So that when that project comes those people are in a position to work. And once you employ one person in the family it means in one family there is a loaf of bread to eat not just for one day. But if you got a skill, you are not dependent on being employed and you can also be self-employed and that is how the municipality assists us in terms of LED (CLLR2).

These findings show that LED projects are playing a significant role in fighting poverty and creating jobs through a variety of programmes in eThekweni Municipality. This is an indication that numerous jobs are created through LED projects in eThekweni Municipality. Furthermore, the results indicate that eThekweni Municipality, through the establishment of various initiatives, is aiming at reducing poverty and unemployment. The documentary review from

the 2018/2019 eThekwin Municipality IDP highlighted that poverty and unemployment are amongst major challenges that need to be addressed.

5.5.3 Skills development

One of the key priorities of the eThekwin Municipality IDP is skills development. In essence, if communities are given the relevant skills during the LED projects, it is likely that the communities can use these skills to start their own businesses and have a better chance of being employed. The respondents were asked if the LED projects are enabling communities in terms of skills development and capacity building. Their responses are shown in Figure 5.22.

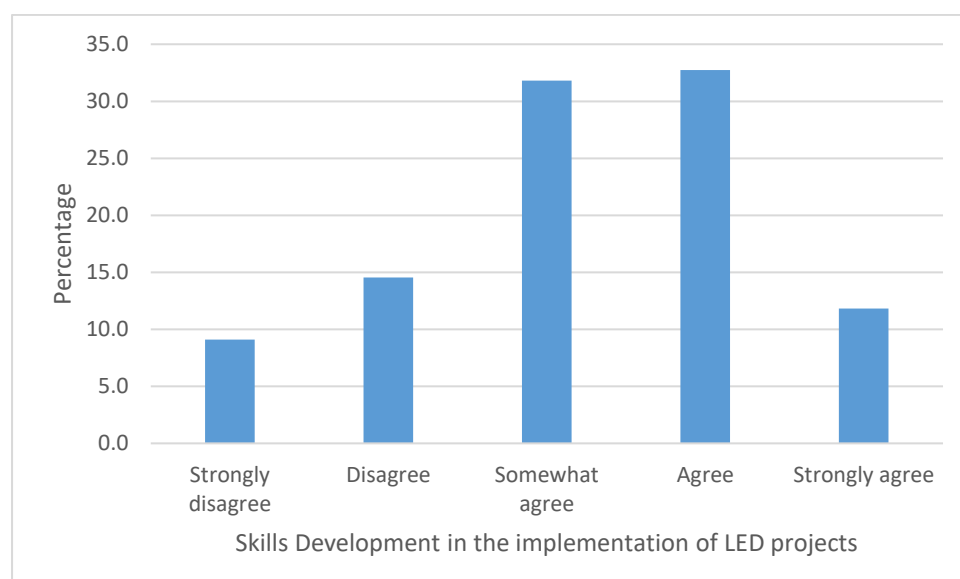


Figure 5.22 Skills development in the implementation of LED projects

As can be seen from the data in Figure 5.22, 33 percent of the respondents agreed and 12 percent strongly agreed, whilst 32 percent somewhat agreed with the statement. Only a minority of 23 % disagreed, whereby 9 percent strongly disagreed and 14 percent agreed. The highest percentage of respondents (76%) agreed to varying degrees with the statement. These results are confirmed by some of the respondents in the following interviews:

The youth of the area is gaining skills due to the construction of Bridge City and other projects. As time goes on they will be employable, because they got some of the skills (FGD1R3).

Yes. In terms of skills development. For example, there is a mega-project which is underway where a primary school is constructed, which is eThekwini Primary which is built by Cotton-On. Cotton-On has done an amazing thing in our ward (Cotton-On for clothing. The period of this learner-ship is 12 months of learning and they are given stipend of R 1500.00 monthly (R3).

The findings show that through various LED projects, a number of local communities are being skilled and empowered in terms of the wide range of training in eThekwini Municipality. The various age groups have benefited from these projects to gain skills and they start to make a living. Most of the LED projects have equipped communities with skills and some of them are self-employed and employable.

5.5.4 Women and youth empowerment

In the past, vulnerable individuals such as women, youth and people living with disabilities were not given opportunities in various initiatives in South Africa. The LED projects are designed in a manner such that vulnerable groups need to be empowered in society. They were asked if the LED projects have been very successful in women and youth empowerment. Figure 5.23 presents a statistical summary of the responses.

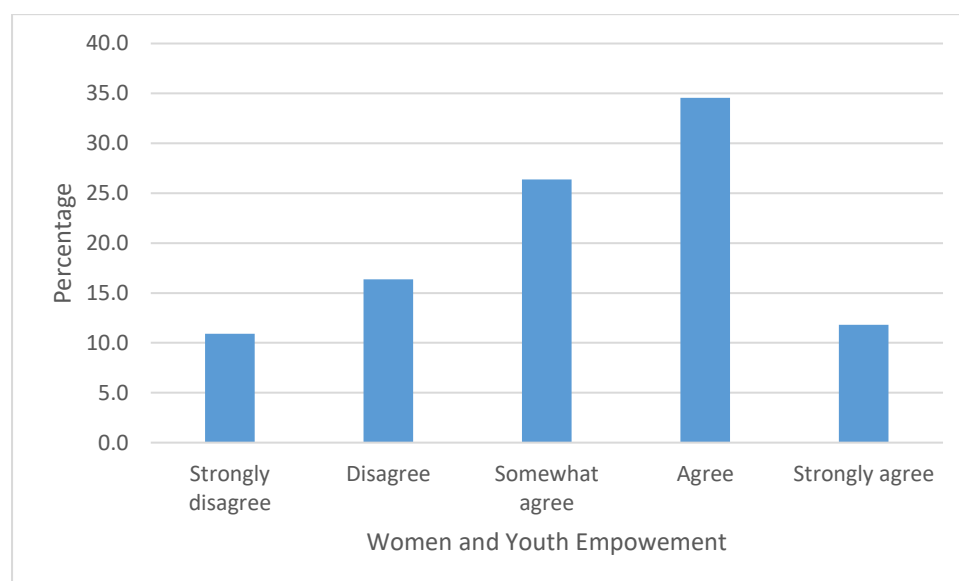


Figure 5.23 Women and youth empowerment

Figure 5.23 above reveals that the majority of the respondents, (35%), agreed that LED has been very successful in women and youth empowerment, followed by the respondents who somewhat agreed at (26 %), while 12 % of respondents strongly agreed with the statement. Only slightly above a quarter of the respondents disagreed, whereby 11% strongly agreed and

16% disagreed respectively. Apart from the 27 % of respondents who disagreed, 73% of respondents agreed collectively with the statement to varying degrees. However, one of the interviews provides an opposite view, as can be seen below.

For myself unfortunately no, I have never seen such a thing happening. Those people are given handouts like feeding scheme. They are given food, not something that will sustain them (R2).

The findings of the study provided opposing results regarding women and youth empowerment in eThekweni Municipality. The highest percentage agreed (72 percent) indicating that women and the youth are empowered by the municipality. However, other respondents stated that nothing much has been done in empowering women and youth in eThekweni Municipality. Therefore, this indicate that eThekweni Municipality need to pay more attention to vulnerable groups in society to empower them.

5.5.5 Broad-Based Black Economic Empowerment

LED is designed so that local communities are uplifted socio-economically, particularly previously disadvantaged individuals or groups. The respondents were asked if the LED projects have been successful in fostering BBEE. Results are shown in Figure 5.24 below.

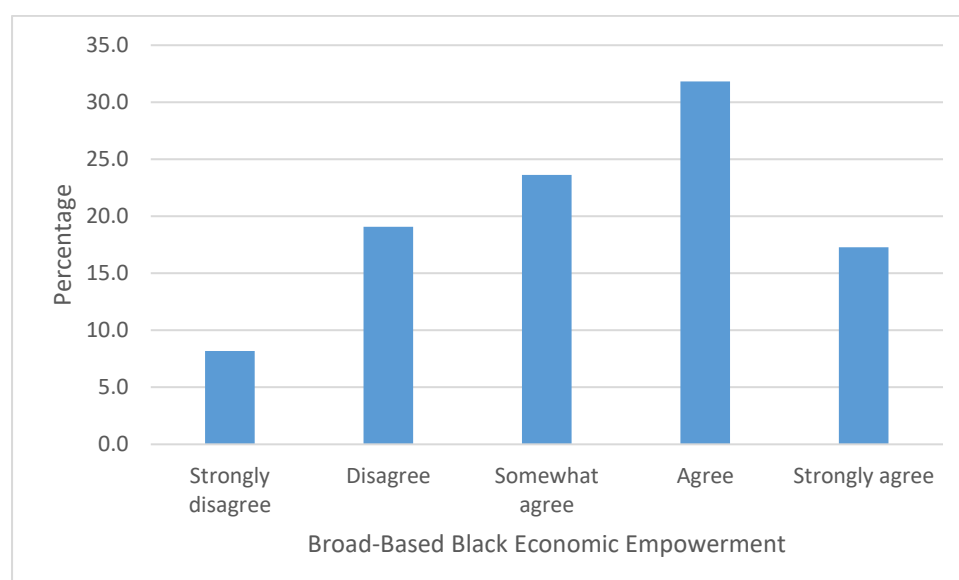


Figure 5.24 Broad-Based Black Economic Empowerment

Figure 5.24 discloses statistical figures that 32% of the respondents agreed that LED has been very successful in enhancing the BBBEE, followed by the respondents who somewhat agreed at 24 %. Other respondents who strongly agreed comprise 17% of responses. However, 19% disagreed and 8 % of those who strongly disagreed with the statement, made up 27%. The overall majority (73 %) agreed that the LED projects are successfully fostering BBEEE in eThekweni Municipality. Some of the interviews were conducted where interviewees provided various views cited below regarding BBBEE:

They prioritize our black people local, and also in some events where jobs need a big contractor. We negotiate that at least we need to empower our local business people, like in terms of subcontractors, so that is how it is being supported (CLLR2)

With black businesses growing, there is a long road to go because black people honestly speaking they need education in terms of businesses because I have seen small businesses emerge but they do not last (R2).

The LED projects in eThekweni Municipality are supposed to boost black businesses. However, it appears to be a struggle. The above comments are in line with the general perceptions of the respondents on the questionnaires. Black business owners require thorough training on how to run their businesses professionally and ethically. On the other hand, the government and private sector need to earnestly support black businesses in various ways.

5.6 The congruence between LED and the IDP in eThekweni Municipality

5.6.1 The congruence between the IDP/LED

Every municipality in South Africa has an IDP as a developmental tool that is supported by various legislative frameworks. This is the most significant tool established since the formulation of local government in South Africa in 2000. The literature tells us that the LED and IDP should be in line according to the Municipal Systems Act of 2000. Moreover, the alignment of the IDP and LED is pivotal in responding to the needs of the communities. The respondents were asked whether the LED in eThekweni Municipality is in congruence with the IDP. Figure 5.25 shows the overview of their responses.

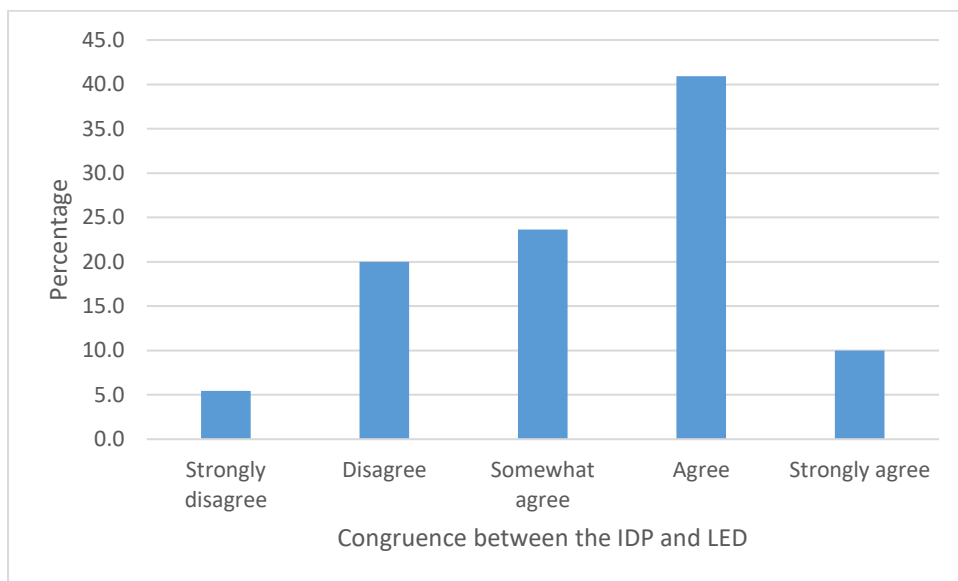


Figure 5.25 The congruence between the IDP/LED

As Figure 5.25 reveals, overall 75 % of respondents agreed to varying degrees (10 % strongly agreed, 41% agreed and 24% somewhat agreed) that there is a link between LED and the IDP. Hence those respondents who disagreed form (25 %) where 5% strongly disagreed and 20% disagreed with the statement. This is an indication that the LED projects in eThekweni Municipality are in line with the IDP. Discussing this issue, the following respondents stated that:

Yes, I have said early that we have CBP, which was going to make ultimately the IDP of the municipality community-based planning because it was conducted and supervised by officials of the municipality. It is in line and linked with the IDP. Because if you can go and check IDP today, the list of challenges or issues that appear in the IDP some of them are from ward 107 (CLLR2).

It is in line, but it is not spoken. It is not clear. We are visiting communities with numerous issues that arise like the first priority. Do you have CBP? Yes, we do (FGD2R4).

The above is in agreement with most of the respondents' perceptions in the survey questionnaire. This reveals that the LED, since it is encapsulated in the IDP of the municipality,

addresses every priority listed in the IDP. Moreover, the municipality should ensure all LED project rollouts are in line with the municipal IDP.

5.6.2 The IDP/LED in addressing challenges

Constitutionally, the IDP through the LED exists to overcome the societal problems in all municipalities. The respondents were asked if the IDP and LED had cross-cutting elements to address challenges in eThekweni Municipality. Figure 5.26 displays the responses.

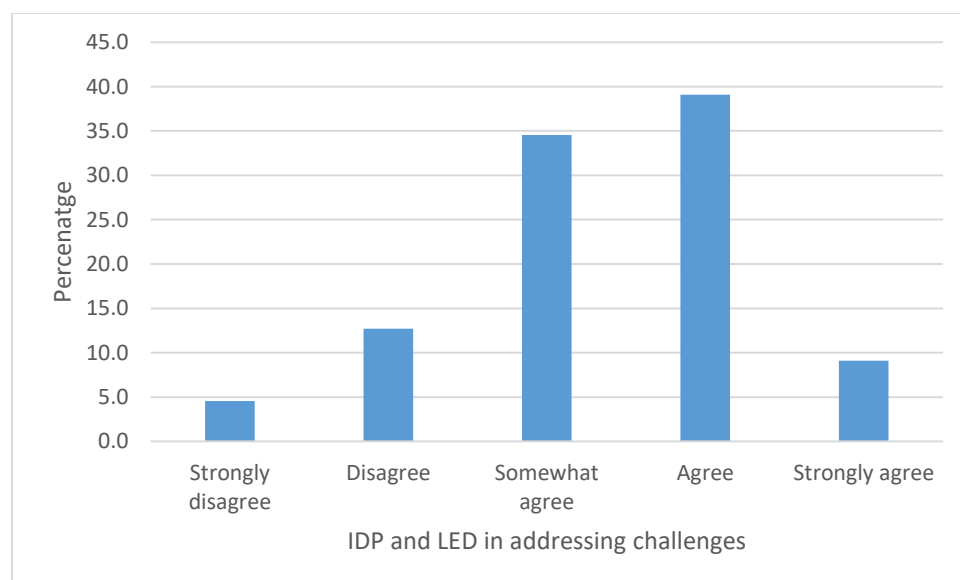


Figure 5.26 The IDP/LED in addressing challenges

Figure 5.26 shows that 39% of respondents, a large majority, agreed that the IDP and LED have cross-cutting elements to address the challenges in eThekweni Municipality, followed by those who somewhat agreed at 35%. Respondents who disagreed with the statement comprised 13% of responses and those who strongly agreed comprised 9%. Only a small percentage (5%) of the respondents strongly disagreed with the statement. Overall, a majority of respondents agreed to vary degrees with the statement (83%). This is an indication that the IDP and LED in eThekweni Municipality aim to address the challenges. During the interviews, one interviewee stated that:

Yes. These projects are in line with the IDP simply because through these consultations (CBP) it is where communities are called and get informed on the processes through what they wish to see. Like here in Newlands, we had an IDP hearing where we proposed (housing) and youth centre as we do not have one in the area. This was to ensure that the youth has facilities that can develop them and keep them organized (R4).

There are soup kitchens which are part of the IDP. Since the councillor managed to achieve this project in the area (FGD1R2)

The above comments are in agreement with most of the responses to the survey and this reveal that the LED and IDP are addressing the challenges in eThekweni Municipality. In summary, a documentary review conducted in this regard from the 2018/2019 IDP states that the community's needs are prioritised. Housing, food security and youth development are the main priorities in the IDP of eThekweni Municipality.

5.6.3 Understanding the significance of IDP/LED

Some empirical studies state that public officials and political heads are failing to understand the significance of IDP. The respondents were asked if the municipal office barriers and political heads understand the significance of IDP/LED in eThekweni Municipality. Their responses are shown in Figure 5.27.

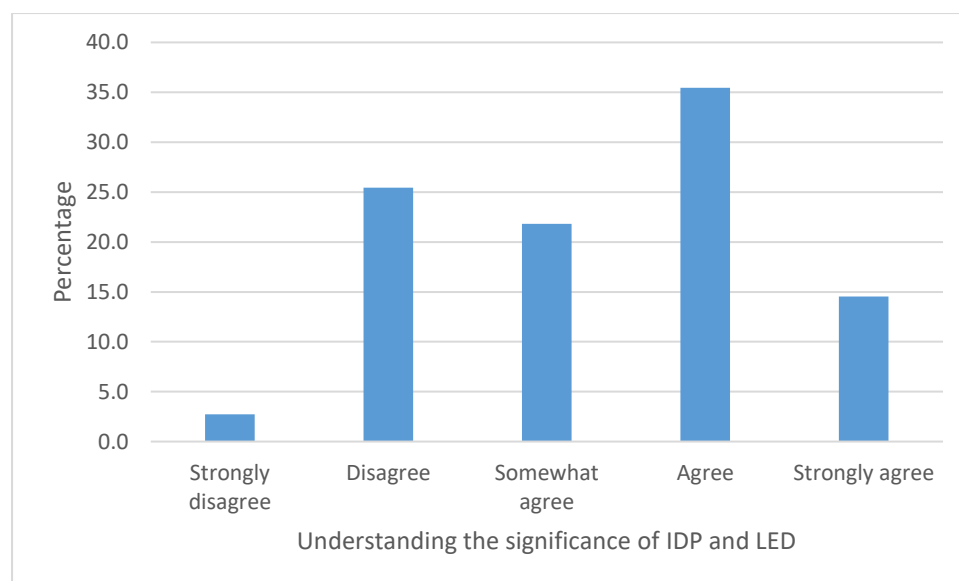


Figure 5.27 Understanding the significance of IDP/LED

Figure 5.27 depicts that the majority of respondents (36%) agreed that municipal officials and political heads understand the significance of IDP/LED in eThekweni Municipality, followed by respondents who disagreed at 26%. Other respondents who somewhat agreed comprised 22% of responses. Those who strongly disagreed form 3%, as opposed to those who strongly agreed at 15%. An overall majority of 72% agreed to varying degrees with this statement. The findings show that officials and political heads understand the significance of the IDP/LED in eThekweni Municipality.

5.6.4 The annual review of IDP

In Section 26 of the Municipal Systems Act of 2000, it is an obligation for officials to review the IDP yearly over a period of five years to ensure that the set goals are met. The respondents were asked if the IDP of eThekweni Municipality is reviewed annually. Their responses are shown in Figure 5.28.

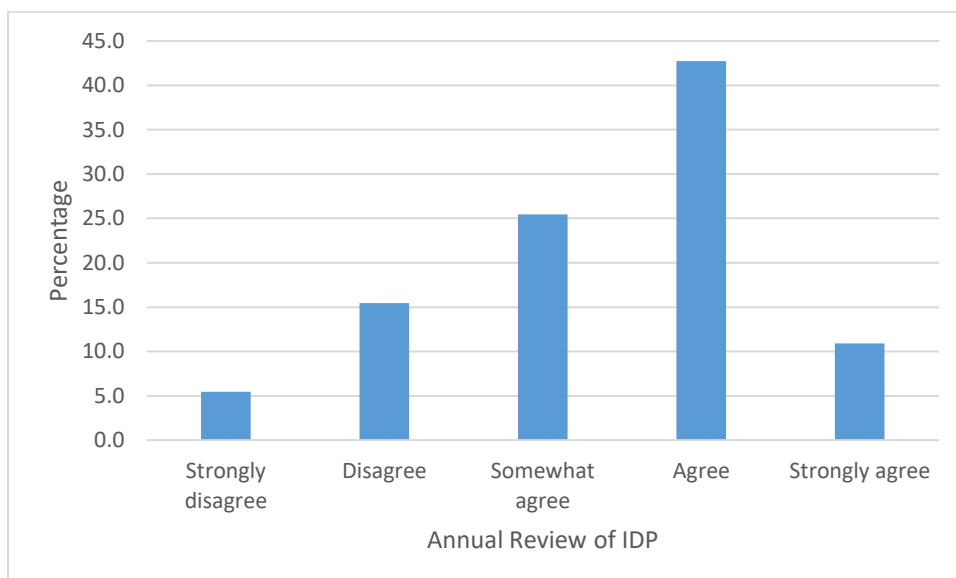


Figure 5.28 Annual review of the IDP

Figure 5.28 reveals that overall, 79% of respondents agreed to varying degrees (26% somewhat agree, 43% agree, 11% strongly agree) that the IDP is reviewed yearly. The percentage of those who disagreed is 21%, of which 5 % of the respondents strongly

disagreed and 16 % disagreed. These results show that the IDP is annually reviewed by the officials in eThekweni Municipality to ensure that the set objectives are fulfilled. Some of the respondents had to say this:

Ok, you know it was 2017 right when we were called by community participation team in relation with the office of the premier where there was Community-Based Planning (CBP) where we planned about everything to be done in our ward from year 2016-2021. That is included in the 2030 vision eThekweni. We discussed many issues like the issues of the infrastructure (CLLR2).

We got that, but the IDP has the budget hearing every year. This is where we say these are the things that we need to accomplish in that financial year in line with the overall picture. There are projects that are underway (FGD2R1).

This indicates that that the IDP is reviewed annually in eThekweni Municipality in accordance with the Municipal Systems Act of 2000. A documentary review confirms that the IDP of eThekweni Municipality is reviewed yearly whereby relevant stakeholders submit their comments, written or verbal. In addition, Section 34 of the Municipal Systems Act (32 of 2000) states that municipalities should review their IDPs annually. This policy promotes the monitoring and oversight of performance management and municipal budgets.

5.7 The role of foreign donors in the implementation of LED projects in eThekweni Municipality

5.7.1 The provisioning of financial assistance

For many years, foreign donors have been known for supporting a number of projects with funds. The respondents were asked if international donors have been mainly providing financial support or not. Figure 5.29 shows an overview of their responses.

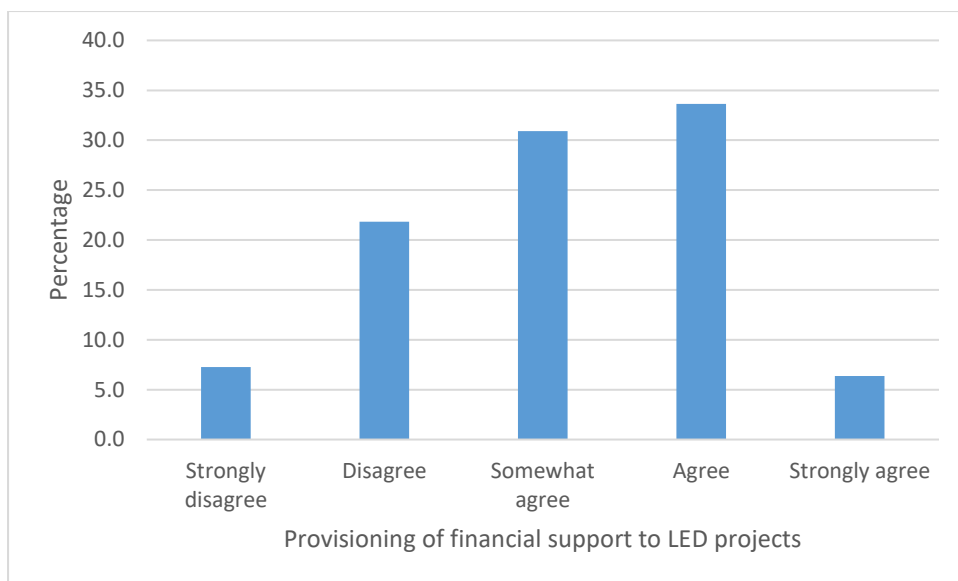


Figure 5.29 Provisioning of financial assistance to LED projects

As Figure 5.29 shows, 33.6% of the respondents agreed that foreign donors are mainly providing financial support in LED projects in eThekweni Municipality; 30.9 % of the respondents somewhat agreed, while 6, 4 % strongly agreed with the statement. A minority of respondents (7.3%) strongly disagreed, while 21.8 % indicated disagreement with the statement. It is clear that the highest percentage of responses are in agreement with the statement since the overall percentage is 70.9 %. One of the respondents stated that:

... There is such a thing and in all of our sister cities, there is some relationship and some exchange of money for specific projects. The construction of this police station, was funding from the European Union to build a regional police centre for metro police. It was because of specific funding. It was not coming from municipal coffers due to the need of north regional police station. Those are few examples that we have (FGD2R1).

Foreign donors provide various assistance for eThekweni Municipality in transforming the municipality. Furthermore, in numerous LED projects in KwaZulu Natal in general and eThekweni Municipality in particular, the European Union has been very supportive in terms of funding. This shows that that foreign donors have been financially supporting LED projects in eThekweni Municipality for many years.

5.7.2 The provisioning of consultation and advisory services

Most of the international donors have a capacity for monitoring and evaluating developing countries and cities in the world. The respondents were asked if international donors have been

mainly providing consultation and advisory services in LED projects in eThekwini Municipality. The responses are given below in Figure 5.30.

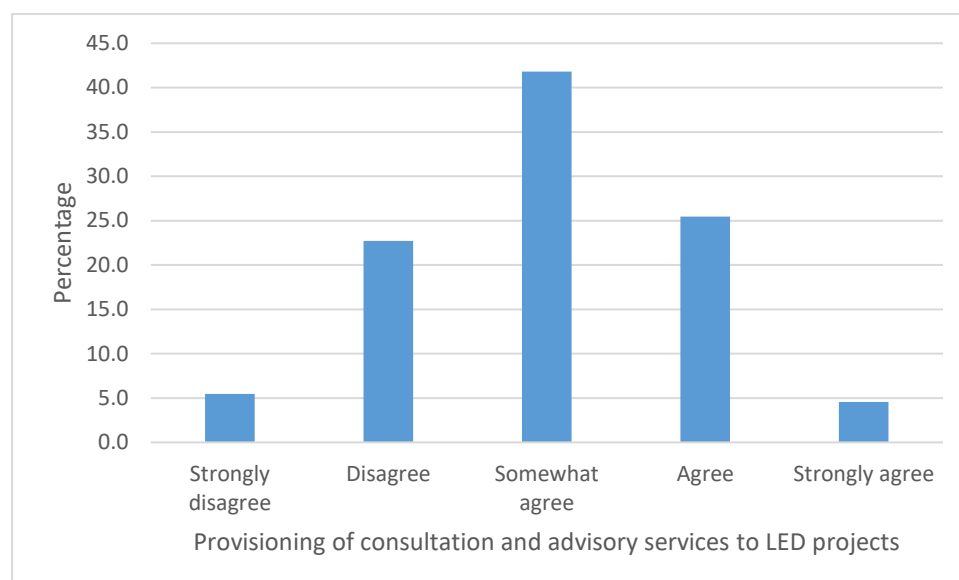


Figure 5.30 Provisioning of consultation and advisory services to LED projects

A large proportion of respondents (41.8%) somewhat agreed that international donors have been mainly providing consultation and advisory services in LED projects in eThekwini Municipality, 25.5% of those who were surveyed agreed, while other respondents (4.5%) strongly agreed with the statement. Slightly above a quarter of the respondents (28.2%) disagreed with the statement. Nevertheless, the large proportion (71.8%) of respondents are in agreement with the statement.

For past eight years or so the eThekwini Municipality has been working with Bremen through the programme called Velvet Bremen. The Velvet Bremen programme is a volunteer exchange programme. There is a special project of the Department of Economic Development in eThekwini. So they have consultants from Bremen who are working there specializing in environmental projects where they promote green and that kind of cycling. So Germans are also supporting that project through funding and human resource (INKABMR2).

This statement above confirms that foreign donors do provide some kind of consultation and advisory support to the eThekwini Municipality. This also shows that these agencies are funding and providing human capital in various projects. The findings also indicates that the

relationship with foreign donors and other sister cities because of their experiences offer consultations in the number of LED projects.

5.7.3 The provisioning of training and development

In numerous instances, international organizations have over the decades been voluntarily providing training to various communities through a wide variety of programmes and projects in South Africa. The respondents were asked if international donors have been mainly providing training and development in LED projects in eThekwin Municipality and their responses are shown in Figure 5.31.

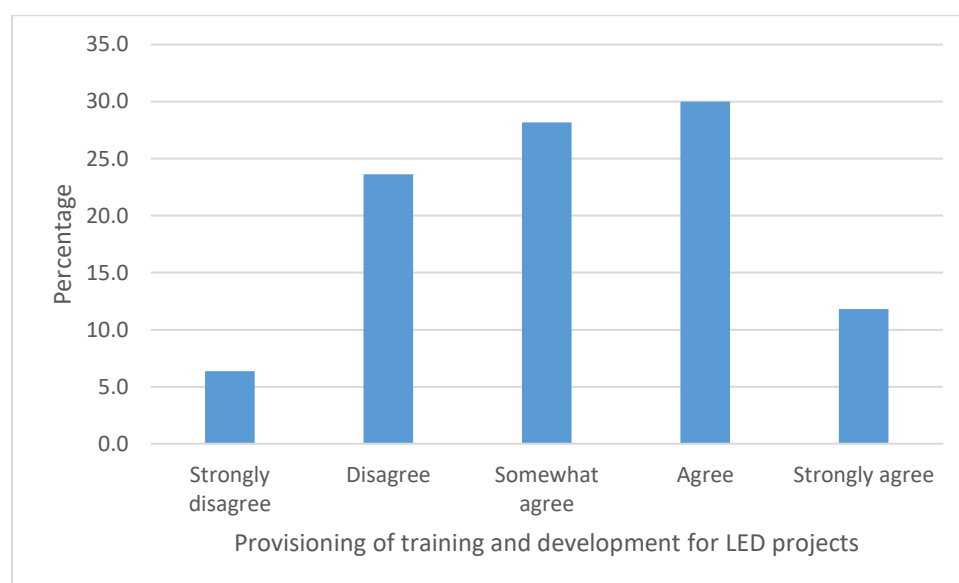


Figure 5.31 Provisioning of training and development for LED projects

Figure 5.31 reveals that overall, 70% of respondents agreed to varying degrees (28.2% somewhat agreed, 30% agreed, 11.8% strongly agreed) that LED projects provide trainings to local communities. The percentage of those who disagreed (23.6%) is the same as those who strongly disagreed at 6.4%. Apart from 30 % of the respondents who in are disagreement with the statement the large proportion of responses agreed that foreign donors are providing positive training and development of LED projects in eThekwin Municipality. Participant INKABMR2 and R4 noted that:

People come there to have special training in environmental and in what not. They work. That is the project I am aware of but you can also do your research on Durban-Bremen partnership..

There is funding that these countries give the municipality through the partnership that they have. Like taking students, what do you call (student exchange), yes student exchange. So

through that, there are projects and you need to have more information because these agencies are very helpful. Sometimes we do not have direct access but the entities are supportive or sometimes it benefits both sides (win-win situation).

Since the question sought to ascertain whether or not the foreign donors provide training and development in LED projects in eThekweni Municipality, the statements shown above depicts that foreign donor funds provide training and development. For that reason, based on the findings shown in Figure 5.31, it can be concluded that foreign donors provide training and development in the LED projects in eThekweni Municipality. The following section focuses on discussing the findings of the study.

5.8 Discussion

The main aim of this study was to explore the role of multi-stakeholder engagement in LED projects in eThekweni Municipality. This section seeks to create some sense of these findings through discussions, taking into account the literature review, research objectives and theoretical framework. Discussions of the findings in this section was guided by the research objectives of the study. This section centres around the five research questions and the theoretical framework that underpins the study.

5.8.1 The current state of multi-stakeholder engagement in LED projects in eThekweni Municipality

The first question sought to verify the current state of multi-stakeholder engagement in LED projects in eThekweni Municipality. The findings reveal that the current state of multi-stakeholder engagement is very good in LED projects in eThekweni Municipality. Other very important findings are that there are still challenges across all stakeholders in ensuring multi-stakeholder engagement in LED projects in eThekweni Municipality. The issue of multi-stakeholder engagement has received considerable critical attention in eThekweni Municipality, but citizen participation is very weak and communities are excluded from participating in policy-making processes (Dladla, 2012). Another study by van Niekerk and Bunding-Venter (2017) states that over the decades in a number of South African municipalities, partnerships between various parties is a challenge in the implementation of LED strategies. Likewise, Morris (2010) supports the findings that even in developed countries, the collaboration of stakeholders is problematic in addressing radical economic transformation (RET). In support of the findings, he also reported that there is misunderstanding and overlapping of duties and responsibilities of parties in LED in South Africa, which needs urgent

attention from the government and non-governmental agencies (Rogerson, 2010). However, the collective engagement of the various sectors can improve the impact of LED in local communities in eThekweni Municipality. Kamara (2017) asserts that since the LED is very broad, the relevant stakeholders which involve government, community, businesses and non-governmental agencies are bettering the lives of communities. In this regard, these findings support Shittu and Musbaudeen's (2016) idea that through collective participation of various actors positive impact is possible in local government. For LED strategies to improve the standard of living of communities, all stakeholders in society should work together to fight poverty and unemployment (Meyer, 2014; Nthekeleng, 2014). eThekweni Municipality has to ensure and make use of informal and formal structures such as Community Development Workers (CDWs), CBOs, NGOs, Ward committees and community mobilizers to ensure active citizenship participation.

These findings concur with Arnstein's (1969) theory of citizen participation as applied to multi-stakeholder engagement as she provides the various tiers of participation in society and in the economy. In essence, these different categories of participation inform the various degrees of involvement. In these rungs of the ladder of public participation, some are non-participation and tokenism in which citizens have less power in decision-making processes. As a result, the pseudo participation of stakeholders has an adverse impact on the economic development of municipalities, which can result in poor service delivery and protest per se. In a real sense, service delivery protests are caused by the lack of public participation and as a result, these are poor-performing municipalities (Mchunu, 2012). Moreover, due to the increasing community satisfaction on service delivery in many municipalities in South Africa public participation emerges (Govender *et al.*, 2011).

5.8.2 The level of multi-stakeholder engagement in LED projects in eThekweni Municipality

The objective of the second research question in this study explored the level of multi-stakeholder engagement in the implementation of LED in eThekweni Municipality. The current study found that the majority of respondents agreed that the level of multi-stakeholder engagement is salutary in the implementation of LED projects in eThekweni Municipality. These results support the Sustainable Development Goals (SDGs), which claims that the partnership between stakeholders in international, regional, continental and at the local level is

very important in the globalized world. There are seventeen SDGs dealing with the global challenges that people face such as poverty, hunger, climate change and inequalities in society (United Nation Sustainable Development Goals, 2030). Additionally, this finding was reported by Raco (2000) that the failure of bureaucracy over the years has resulted in the formulation of the collaboration of communities, government, businesses and non-government agencies in addressing the socio-economic challenges in municipalities. Perhaps this may be caused by the fact that eThekweni Municipality has structures and systems in place to encourage multi-stakeholder engagement in LED Projects. Another instrument that enhances the partnership of actors in eThekweni Municipality is the establishment of community participation unit with the help of ward committees and CDWs to ensure the full involvement and participation of stakeholders in LED projects. These findings are in line with the study by Maloba (2015) on network governance. The results state that active citizen participation could always be more effective and efficient, rather than the centralization of power by the elite. However, these findings are not consistent with Khuzwayo's (2011) findings, which argued that uneducated and rural people or groups have passive involvement in citizen participation. Similarly, Chit (2013) claims that the marginalized groups and peasants have nothing to do with policy-making processes. In this way, the level of multi-stakeholder engagement in LED projects is questionable. Moreover, the overall results of these findings contrast with those of Musakwa (2009) that there is a limited level of participation and poor mechanisms used for monitoring and evaluation. Certainly, due to the various mechanisms of enhancing multi-stakeholder engagement such as war room meetings, CBOs, Faith-Based organization (FBOs) and NGOs, the participation is high.

5.8.3 The impact of LED projects in eThekweni Municipality

The objective of the third question in this study was to determine the impact of LED projects in eThekweni Municipality. The current study reveals that a large proportion agreed that the LED projects have an impact on people's lives in terms of poverty reduction, job creation and skills development, in spite of many challenges. The study also discloses that the communities have access to many amenities and they no longer travel long distances as before. These amenities also operate extended hours and during weekends. Some of these facilities include Sizakala Centre, Ntuzuma Court, Bridge City Development and Dumisane Makhaye Road. This is in line with the view of Ndlela (2013), who agrees that previous people of INK had to travel to town to gain access to pay for basic services and do shopping. Other findings indicated that through various projects, the majority of youth have gained skills and some of the youth is

employable. Another important impact of these projects is that of the emergence of various business forums that promote the involvement of local emerging businesses. Surprisingly, the eThekweni Municipality stipulated that 30% in the main project should remain with local sub-contractors at any given time. In essence, through such initiatives, the high level of poverty and inequalities can be reduced as stipulated by the NDP 2030. However, some of the findings indicate that most of the projects are not in support of a localized economy, whereby most of the local entrepreneurs are not surviving, but only the well-renowned companies and businesses that are surviving. International well-respected scholars on LED posit that in eThekweni Municipality there have been several means over the years to integrate formal and informal businesses with the municipality making strides to ensure this (Rodríguez-Pose and Tijmstra, 2007). This study also found that the LED projects in South Africa in general, and in eThekweni Municipality in particular, are pro-poor due to the high rate of poverty, inequality, and unemployment. The study further indicates that LED is based on job creation and poverty alleviation programmes.

The current findings prove Arnstein's (1969) theory of participation as applied to multi-stakeholder engagement that stakeholders can acceptably be involved in LED projects in local government, but feel left out due to insufficient participation structures and systems for effective engagement as they are not partaking in decision-making processes. Contrarily, stakeholders can participate effectively in local government and still be left out due to inappropriate and dysfunctional mechanisms in various projects. Practically, the argument is that the maximum involvement of citizens versus the electorate in the policy-making agenda and the different levels of participation of citizens based on their capacity and ability (Arnstein, 1969). In this situation as far as the LED projects in eThekweni Municipality is concerned, it has done its best to ensure active multi-stakeholder engagement by introducing the above-mentioned structures and systems. Hence, a number of stakeholders are still left out in LED projects in local government. Perhaps citizen engagement through the use of community participation unit, ward committees, CDWs and other instruments were inadequate. Some respondents tend to agree with this.

5.8.4 The congruence between the LED and IDP

The fourth question sought to examine the congruence between the LED and IDP in eThekweni Municipality. This study has shown that the majority of respondents agreed that there is a link between LED and IDP due to various factors. Some of the key factors in this study are the

CBPs, budget hearings and mayoral roadshows. Literature concurs with the findings that the IDP and LED are inseparable tools in local government into which the LED is spelled out in the municipal IDP (Koma and Kuye, 2014). One of the scholars argues that the IDP and LED are not the same thing, but are inseparable tools because they are cross-cutting, transformative, developmental-orientated and inclusive in which they share similar characteristics in responding to societal problems (Malefane and Mashakoe, 2008). The results of this study indicate that there is a link between the IDP and LED in eThekweni Municipality, as shown in Figure 5.25. This study further found that in eThekweni Municipality, there are structures used in aligning the LED and IDP such as CBPs, budget hearings and IDP reviews. Moreover, this congruence between the two is informed by the eight-point plan outlined in the IDP, with various programmes. Furthermore, eThekweni Municipality is doing its best to link the IDP and LED to address socio-economic challenges. For the municipality to achieve its vision, the IDP should work through LED programmes that are responsive to community needs.

5.8.5 The role of foreign donors in LED projects

The final question sought to investigate the role of foreign donors in LED projects in eThekweni Municipality. There is consensus that foreign donors such as the EU, GIZ, British Council and US Agency for International Development (USAID) play a vital role in various LED projects in eThekweni Municipality. These findings are in line with those of Dladla (2012) the foreign entities like the EU have over the years contributed a great deal to LED projects in eThekweni Municipality since the establishment of Area-Based Management Development. Similarly, one of the scientific studies concurs that the EU has been involved in and is funding LED projects in KwaZulu Natal through Gijima projects (Kaye, 2012). The study further reveals that foreign donors provide training and development in the form of a student exchange programme, but access to these programmes was relatively for selected individuals only. Conversely, foreign donors not only promote business support but also promote economic development through the involvement of different actors from various organizations against the centralization of power (Rogerson and Rogerson, 2010). Surprisingly, apart from foreign donors, other municipalities, departments and agencies are playing a significant role in enhancing economic development programmes. According to practice, there are sectors and departments that create a conducive environment for LED projects which are impactful and serve the needs of the community, such as the Municipal Infrastructure Grant (MIG), Department of Trade and Industry (DTI), Public Works through EPWP and the Development Bank of South Africa (DBSA) (Diseko, 2014; Rogerson and Rogerson, 2012). These studies are also consistent with that of Patterson (2008),

which indicate that LED projects in South Africa are funded by several international donor agencies and local government agencies and departments.

Another important finding was on one of the LED projects in KwaMashu that was the construction of a Metro Police Station which was funded by the EU, since there was a great need for a Metro Police centre in the northern part of eThekweni Municipality. Moreover, apart from supporting the LED projects, these international donor agencies are playing a pivotal part in addressing the challenge of climate change in eThekweni Municipality. Some of the interviews conducted suggest that the respondents highlighted the role of these agencies in environmental issues to provide training and consultation sessions with the communities. This statement supports the notion of SDGs goal thirteen to make a rapid intervention to curb environmental degradation and its negative impact, especially amongst the poorest of the poor and most vulnerable groups in society. Without a shadow of doubt, these programmes support the Paris Agreement that was adopted by many countries to fight climate change (United Nation Sustainable Development Goals, 2030). This finding was also reported by Roberts and Diederichs (2002) who concurred that the Local Agenda 21 programme has the government and other stakeholders partnering and designing programmes to deal with “climate change” by signing the memorandum of understanding between the US Agency for International Development (USAID) and the national Department of Environmental Affairs and Tourism (DEAT). These findings show that municipalities have to create means of revenue to ensure that they are financially viable to minimise the dependency from outside agencies. The summary of research questions, emergent themes and the literature is discussed in Matrix 5.1.

Matrix 5.1 Summary of research questions, emergent themes, and the literature

Research question	Emergent theme/s	Interaction with literature	Sources
The current state of multi-stakeholder engagement in LED projects in eThekweni Municipality	<ul style="list-style-type: none"> . The multi-stakeholder engagement in LED in eThekweni Municipality is very good. . There are challenges in the implementation of LED . Collective engagement of relevant stakeholders is vital in LED projects. 	<ul style="list-style-type: none"> - The multi-stakeholder engagement of stakeholders ensures openness, transparency and collective decision-making. - The LED by definition is the partnership of different stakeholders to ensure economic development and job creation. - Most challenges in LED stem from the lack of active citizen engagement. - There are several structures and systems used to ensure multi-stakeholder engagement in LED projects in eThekweni Municipality. - The involvement of different stakeholders has an impact on the local communities. - Active participation reduces poor service delivery and protests. 	<ul style="list-style-type: none"> - Van Niekerk and Bunding –Venter (2017) - Morris (2010) - Rogerson (2010) - Kamara (2017) - Meyer (2014) - Nthekeleleng (2014) - Arnstein (1969) - Mchunu (2012) - Govender, Reddy and Pillay (2011)
The level of multi-stakeholder engagement in LED projects in eThekweni Municipality	<ul style="list-style-type: none"> - The partnership of actors at global, regional and local level. - The use of War rooms, Ward Committees, CBOs, CDWs and NGOs. 	<ul style="list-style-type: none"> - The partnership of various stakeholders at all levels is the solution to address societal problems. The partnership of these actors is key in alleviating poverty, reducing unemployment and addressing disparities in society. - Active citizen participation reduces the elements of bureaucracy. The chances of corruption, nepotism and misappropriation of resources will be at a minimal level. - The establishment of different platforms and systems such as ward committees, war rooms and others has improved multi-stakeholder engagement in LED projects. - Active public participation also gives an opportunity for previously under-privileged groups to raise their concerns and thoughts. 	<ul style="list-style-type: none"> - United Nations Sustainable Development Goals (2015) - Raco (2000) - Maloba (2015) - Khuzwayo (2011) - Chit (2013) - Musakwa (2009)
The impact of LED projects in eThekweni Municipality	<ul style="list-style-type: none"> - LED projects have an impact in reducing poverty and unemployment - The communities in the area are no longer travelling longer distances - There is black and youth economic empowerment 	<ul style="list-style-type: none"> - LED projects have played a vital role in reducing poverty and unemployment. Some of these projects have left communities with skills. - Local contractors are benefiting as 30% is stipulated to remain with sub-contractors. - Local communities are able to access various amenities easily, such as health centres, Sizakala, police stations and shopping malls. - The local communities who have been involved in these programmes have been able to change their standard of living. - The majority of places in eThekweni Municipality have transformed to better places. 	<ul style="list-style-type: none"> - Ndlela (2013) - National Development Plan (2030, vision) - Rodriguez-Pose and Tijmstra (2007) - Arnstein (1969)
The congruence between the IDP and LED in eThekweni Municipality	<ul style="list-style-type: none"> - The use of CBPs, budget hearings and IDP roadshows - Prioritizing on poverty and unemployment 	<ul style="list-style-type: none"> - The IDP and LED are inseparable twins that are cross-cutting, transformative and developmental-oriented. - The LED is encapsulated in the IDP to address community problems at the municipal level. - The IDP promotes and encourages active citizen participation in the implementation of LED projects. 	<ul style="list-style-type: none"> - Koma and Kuye (2014) - Malefane and Mashakoe (2008) - Development Plan (2030, vision)

	<ul style="list-style-type: none"> - Strengthening the engagement of communities in the decision-making process 	<ul style="list-style-type: none"> - The IDP also encourages the dissemination of information to all relevant stakeholders pertaining a developmental projects in a specific municipality 	<ul style="list-style-type: none"> - Mkhachani (2016) - Namara, Karyeija and Mubangizi (2015) - Kamara (2017) - Wilikilagi (2009) - Howlett and Ramesh (2014)
The role of foreign donors in the implementation of LED projects in eThekweni Municipality	<ul style="list-style-type: none"> - The provisioning of training through student exchange - Financial assistance - Climate change 	<ul style="list-style-type: none"> - Foreign donors assist in the training and development of the communities. - Most of the LED projects in KwaZulu Natal are funded by the EU through Gijima projects. - Some of the foreign donor agencies have partnered with other national and provincial department to fight climate change. - Many of these international agencies also do consultations and research programmes. 	<ul style="list-style-type: none"> - Dladla (2012) - Kaye (2012) - Rogerson and Rogerson (2010) - Diseko (2014) - Rogerson and Rogerson (2012) - United Nations Sustainable Development Goals (2015) - Roberts and Diederichs (2002)

5.9 Chapter Summary

The purpose of this chapter was to present and analyze the data collected in the study. The chapter also presented and discussed the findings of the study. This study has shown that multi-stakeholder engagement in LED projects in eThekweni Municipality is present and very high. The study showed that eThekweni Municipality has structures and systems in place to ensure the effective public participation of various stakeholders. Another important finding was that the municipality has community participation that plays a significant role in mobilizing relevant stakeholders to partake in LED initiatives. However, the study also found that other stakeholders were seldom found in socio-economic development programmes in the area. The study revealed that most of the respondents believed that there are challenges that hamper the effective and efficient implementation of LED projects. Nevertheless, the eThekweni Municipality is doing its best to ensure that the LED projects are inclusive, transparent and impactful in society. In short, multi-stakeholder engagement in LED projects in eThekweni Municipality has been producing success since the LED is in alignment with the IDP of the municipality than other municipalities in KwaZulu Natal. It was a recommendation that other municipalities should learn from eThekweni Municipality on how to ensure citizen participation when it comes to LED projects. It is also important to realize that the majority of respondents highlighted that there is great effort needed to improve effective multi-stakeholder engagement in LED projects in eThekweni Municipality. Furthermore, in the future, it would be advisable to explore further the importance of multi-stakeholder engagement in LED projects in eThekweni Municipality.

CHAPTER SIX: SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 Chapter Introduction

This chapter presents a restatement of the research objectives and research questions, a summary of research chapters and the key results of this thesis. The findings and conclusion of the study are discussed and reported to answer the research questions and fulfil the objectives of the study. Successively, this chapter presents the theoretical proposition to add new knowledge to the body of existing knowledge and recommendations are proposed based on the findings of the study for LED in local government. Lastly, this chapter identifies and presents areas for further research when the current study is completed.

6.2 Restatement of the research objectives and research questions

Based on the existing literature and previous studies, multi-stakeholder engagement on LED projects, the role of multi-stakeholder engagement on economic development at the municipal level became the pivotal question underlying this study. As a result, the research question and research objectives were generated. These were presented and discussed in chapter one of this study. Table 6.1 presents a restatement of the research question and research objectives of this study.

Table: 6. 1: The restatement of the Research Questions and Research Objectives

	Research Questions	Research Objectives
1	What is the current state of multi-stakeholder engagement on LED projects in eThekweni Municipality?	To ascertain the current state of local economic development in eThekweni Municipality.
2	What is the level of multi-stakeholder engagement in the implementation of LED in eThekweni Municipality?	To explore the level of multi-stakeholder engagement in the implementation of LED in eThekweni Municipality.
3	What is the impact of LED projects in eThekweni Municipality?	To determine the impact of LED in eThekweni Municipality.

4	To what extent is there congruence between LED projects and IDP in eThekwini Municipality?	To examine the congruence between LED and the IDP in eThekwini Municipality.
5	What is the role of foreign donors in the implementation of LED projects in eThekwini Municipality?	To investigate the role of foreign donors in the implementation of LED projects in eThekwini Municipality.

6.3 Summary of chapters

Chapter One: This chapter presented an overview of the study. It highlighted that multi-stakeholder engagement is important in the implementation of LED projects in eThekwini Municipality. The chapter further discussed that even though eThekwini Municipality has systems and structures in place to foster active citizen participation in LED projects, there are challenges amongst stakeholders that need to be addressed. Through Research Question One and Research Objective One, of the study intended to ascertain the current state of multi-stakeholder engagement in LED projects in eThekwini Municipality. Additionally, Research Question and Research Objective Four aimed to examine the link between IDP and the LED in eThekwini Municipality. Furthermore, and through Research Question Five and Objective Five of the study intended to investigate the role of foreign donors in LED projects in eThekwini Municipality. The first chapter also paved the way for the study by providing the research problem and formulating the research questions and research objectives of the study in order to achieve the purpose of the study.

Chapter Two: This chapter presented the literature review to understand multi-stakeholder engagement and LED. Secondly, the theories or theoretical framework underpinning this study were discussed. Integrating the theories with the research objectives, the role of multi-stakeholder engagement was vividly elaborated in this chapter. Importantly, Arnstein's Ladder of Participation was discussed in detail in order to understand the different levels of participation in society. This chapter enabled the study to understand the current state of multi-stakeholder engagement in LED and the level of participation in eThekwini Municipality.

Chapter Three: From the African perspective in general and South African perspective specifically, the contextualization of LED and public participation was discussed in this chapter. For example, different aspects were discussed such as the status of LED in eThekweni Municipality, the relationship between LED and the IDP, the role of different stakeholders in LED and the legislative frameworks governing LED in South Africa. Furthermore, empirical studies reveal that without active participation, LED projects are bound to be a failure. Lastly, this chapter discussed the importance of public participation of relevant stakeholders in the implementation as it is highlighted in the variety of legal documents and policies in South Africa.

Chapter Four: Mixed methods research was used to achieve the objectives of this study and to answer the research questions through a case study and underpinned by the pragmatism philosophical worldview. The primary data was collected through 15 structured interviews, 3 focus group discussions and 180 survey questionnaires administered. The structured interviews were used to collect responses from councillors, municipal officials, NGOs and SMMEs. Focus group discussions and survey questionnaires were used to collect data from ward committee members. Secondary data was used in the form of document analysis through journals, policies, municipal IDPs and dissertations. Qualitative data was analysed with thematic analysis, while the quantitative data was analysed with SPSS version 25. This chapter provided a plan of conducting the study systematically and logically to achieve the study objectives and answer the research questions.

Chapter Five: This chapter specifically assisted with attaining all five research objectives while answering the research questions. For example, sections 5.3.1 to 5.3.8 directly answered Research Objectives and Research Questions one and two. The findings show that there is a multi-stakeholder engagement in LED projects in eThekweni Municipality. However, the municipality still needs to enhance the structures and systems used to encourage public participation. The active collaboration of different stakeholders in LED projects is vital. On the one hand, the qualitative data states the importance of collective engagement in LED projects (section 5.4.1). Although there is no statistical information that concurs with the above-mentioned statement, numerous empirical studies agree that active multi-stakeholder engagement is key in service delivery.

Chapter Six: The current chapter outlines the main research findings, conclusion and recommendations of the study. This chapter intends to discuss the findings drawn from analysing the results of structured interviews, focus group discussions and survey

questionnaires and provides recommendations for future research. The data collected and literature review were used to generate recommendations by the researcher.

6.4 The main research findings and conclusions

The use of the scholarly literature review and the empirical work through qualitative and quantitative data in this study was used to explore the role of multi-stakeholder engagement in LED projects in eThekweni Municipality. The study shows that there are structures and systems in place for multi-stakeholder engagement in eThekweni Municipality hence there are a variety of challenges that hinders the attainment of desired goals, such as a lack of commitment of stakeholders, limited resources, inadequate training and development and a lack of co-operation between officials and ward committees. Drawing from the major aim and objectives of the study, in terms of multi-stakeholder engagement in LED projects in South Africa in general and eThekweni in particular, one arrives at the conclusion that the allocation of basic services cannot be undermined. From the theoretical aspect, the occurrence of multi-stakeholder engagement challenges in LED projects in eThekweni Municipality requires the re-engineering and monitoring and evaluation of structures and systems and the realignment of projects with the NDP and eThekweni Municipality vision 2030. Thus, this study articulates that the lack of citizen power, inadequate capacity building and mismanagement of resources in the implementation of LED projects in eThekweni Municipality lead to socio-economic challenges in society.

The following section of the chapter discusses the research findings. The study consists of five research questions and five objectives which aim at exploring the role of multi-stakeholder engagement in LED in eThekweni Municipality. The findings of the research to answer the research questions and achieving the objectives are presented and major themes emerging are highlighted in the study. It should be noted that each finding and conclusion of the research questions are followed by overarching recommendation. Furthermore, the use of the document analysis and literature review in Chapter Two, as well as the theoretical frameworks contributed to the findings and conclusions of the study.

6.4.1 Research objective one and Question one : the current state of local economic development in eThekweni Municipality.

The qualitative data presented in Chapter Five shows that, since there is a great demand for active public participation, eThekweni Municipality has established a wide variety of structures and platforms to enhance participation such as ward committees, community mobilizers,

CDWs and war rooms. However, multi-stakeholder engagement is weak so far due to certain challenges that includes a lack of co-ordination of stakeholders, poor intergovernmental relations, limited resources and the absence of monitoring and evaluation mechanisms. The quantitative data indicates that for the respondents in the study, multi-stakeholder engagement in LED projects is good since the eThekwini Municipality has various platforms to encourage citizen participation.

Conclusion

The current evaluation of multi-stakeholder engagement in LED projects in eThekwini Municipality reveals that some groups of individuals or stakeholders are not involved in developmental projects in the municipality. However, the majority of respondents highlighted the various mechanisms used by the municipality to foster multi-stakeholder engagement. This shows that the municipality is very responsive to its community to ensure the collective engagement of stakeholders. Based on this, the researcher's conclusion is that the eThekwini Municipality is doing its best to enhance public participation, but due to certain challenges the provisioning of services suffers.

6.4.2. Research objective two and Question two: the level of multi-stakeholder engagement in the implementation of LED in eThekwini Municipality

The findings based on the qualitative and quantitative data reveal that there is a high level of engagement amongst stakeholders in LED projects in eThekwini Municipality. The quantitative data shows that the majority of respondents agreed that the level of participation is much higher now in eThekwini Municipality. However, the qualitative data, which mainly involve structured interviews and focus group discussions in this study, reveals that in many cases only politically affiliated individuals participate in policy-making processes. Moreover, some of these multi-stakeholder engagement activities take place during weekdays, which ultimately affects the level of engagement. Further, little has been done by the elite to enable marginalized groups such as the uneducated and people living in rural areas to be actively involved in LED projects in eThekwini Municipality.

6.4.3. Research objective three and Question three: the impact of LED in eThekwini Municipality

South Africa is faced with a high rate of poverty, unemployment and skills attrition. The quantitative data through statistical analyses show that LED projects are impactful in people's

lives. Additionally, the qualitative data collected through interviews and focus group discussion show that LED projects are improving people's lives in reducing poverty and creating employment. Some other benefits include accessibility to amenities such as the Sizakala centre, police stations, health centres and shopping malls. These projects include the Bridge City Development and Dumisane Makhaye Road, Pixley Isaka KaSeme Hospital and Ntuzuma Court; the list is endless. Nonetheless, government cannot do this as the sole provider but through multi-stakeholder engagement, which is playing a role in overcoming these challenges.

6.4.4 Research objective four and Question four: the congruence between LED and the IDP in eThekweni Municipality

The findings of this study show some evidence that there is congruence between the IDP and LED in eThekweni Municipality due to community-based programmes, budget hearings and the IDP review. In essence, this indicates that the priorities that are in the IDP are derived from the communities through consultation. Therefore, the research confirms that LED is encapsulated in the municipality's IDP in accordance with the Municipal Systems Act of 2000. The empirical evidence in this study further highlights that the priorities that appear in the IDP of eThekweni Municipality are based on the existing challenges that need to be addressed which involves the shortage of houses, unemployment, poverty, food insecurity and crime, just to name a few. Furthermore, regarding the IDP and LED, eThekweni Municipality has established programmes such as soup kitchens, Zibambele, Operation Sukuma Sakhe (OSS) and Masakhane to fight these challenges.

Conclusion

Drawing on the empirical data of this study, it can be concluded that the IDP and LED is integrated as multi-dimensional instruments in the allocation of basic services in South Africa. On that note, the municipality and other stakeholders should recognise the importance of the IDP and LED in order to achieve eThekweni Municipality's vision 2030. In reality, without the interconnection of the two tools, the goals and objectives of the municipality cannot be obtained in accordance with the Municipal Systems Act of 2000.

Drawing from the South African experience and looking at the current state of most municipalities, the government and relevant stakeholders should align the LED projects with the IDP in addressing the socio-economic challenges in society. However, this cannot be done

overnight as it is a long journey. This needs to be entrenched in the wards and branches of each municipality in an inclusive and bottom-up approach.

6.4.5 Research objective five and Question five: the role of foreign donors in the implementation of LED projects in eThekweni Municipality

Since the LED is an unfunded mandate by the government in numerous municipalities in South Africa, its sustainability is needed. The qualitative data revealed that a number of LED projects in eThekweni Municipality are funded by foreign donors. These foreign donor agencies include the EU, USAID, British Council, GIZ and others. The findings show that these donor funds have been supporting the eThekweni Municipality in various ways such as financial support, capacity building, human resources, infrastructural development and consultation and advisory support. From the results, these foreign donors and partners have been essential in the development of eThekweni Municipality. However, apart from foreign donors and sister cities, the municipality have means to source assistance from other departments and agencies locally, such as the Department of Trade and Industry, Developmental Bank of South Africa, Municipal Infrastructural Grant and the Department of Economic Development, Tourism and Environmental Affairs.

Conclusion

Based on the qualitative and quantitative data, it can be concluded that LED seems an unfunded mandate in South Africa. Therefore, due to the excessive need of LED projects in improving the standard of living of South Africans, various donor funds locally and internationally play an integral role in making these initiatives a success. It is concluded that municipalities in South Africa should have sources of revenue to ensure that they are economical viable to generate funding for themselves. In this time and age, the government and other parties should ensure that capable, competent and honest officials take charge to orchestrate and execute projects in order to meet the basic needs of communities, such as socio-economic development (Dunga, 2013).

6.5 Theoretical propositions as contribution to multi-stakeholder engagement in LED in eThekweni Municipality

Based on the findings of the study and the conclusions, the researcher provides four types of theoretical propositions generated from the themes and the sub-themes. These themes and sub-themes emerged from the qualitative data collected through the interviews and focus group discussions, as discussed in the previous chapter. Since the study was the based on the pragmatism paradigm as a case study, the theoretical propositions were outlined in Chapter Two.

These theoretical propositions are based on the findings of the study as follows:

- 1.Theory of the nature of multi-stakeholder engagement on LED projects
- 2.Theory of the level of multi-stakeholder engagement in LED projects
- 3.Theory of the impact of LED projects
- 4.Theory of the congruence between LED projects and the IDP

Table 6-2:Theoretical Propositions frounded from the study

Matrix 6-2: The theoretical Propositions Grounded from the study

Theory of the nature of multi-stakeholder engagement in LED projects	Theory of level of multi-stakeholder engagement in LED projects	Theory of impact of LED projects	Theory of congruence between LED projects and the IDP
Inductive Theory Cases and Constructs			
<ul style="list-style-type: none"> Community empowerment and socio-economic development. Need for active public participation and participatory governance in eThekweni Municipality. The need of realising the importance of multi-stakeholder engagement. 	<ul style="list-style-type: none"> The involvement of private sector and voluntary agencies. Educate the communities about the significance of multi-stakeholder engagement. Re-arranging the public participation structures and systems. 	<ul style="list-style-type: none"> Investing in the localized economy. Promoting local and emerging businesses. Infrastructural development of the municipality. Job creation and capacity building for local communities. 	<ul style="list-style-type: none"> Stakeholders need to understand municipal policies on socio-economic development. Re-alignment of the IDP and LED. Need for multi-stakeholder engagement through war rooms, CBPs and budget hearings about service delivery. Understanding international, continental and local strategies on multi-stakeholder engagement.
Theoretical Assumptions			
<ul style="list-style-type: none"> Multi-stakeholder engagement: crucial to socio-economic and institutional development. 	<ul style="list-style-type: none"> The involvement of private sector and other agencies increases accountability service. Multi-stakeholder engagement requires well-trained and well-capacitated communities. The re-arrangement of public participation can increase the level of multi-stakeholder engagement in LED projects. 	<ul style="list-style-type: none"> Local economy will create opportunities for local communities. Infrastructural development will improve the accessibility and realibility of service delivery . Employment generation reduces poverty and unemployment. The training and development of public officials increases the effectiveness and efficiency. 	<ul style="list-style-type: none"> Effective multi-stakeholder engagement requires regular consultations. IDP will improve LED projects in the new millennium. Multi-stakeholder engagement is the best tool for socio-economic growth.

Altogether, the theoretical propositions in Table 6-2 illustrate that, active multi-stakeholder engagement is a crucial aspect in LED projects, its sustainability heavily relies on the availability and adequacy of skilled stakeholders that are equipped through the relevant training and development programmes by relevant organizations. This requires sufficient budget allocation and other resources. From the socio-economic context and in the view of the NDP and the local development agenda, appropriate training and capacity-building are critical components in reducing poverty, unemployment and inequalities in developing countries like South Africa. In terms of scholarship, it emerged from the study that the majority of stakeholders lack training and innovation to implement successful LED projects. Therefore, the theoretical propositions in Table 6-2 encourage training and development programmes that will empower stakeholders to apply their knowledge and skills to understand the role of multi-stakeholder engagement in the implementation of LED projects in South African municipalities. Training and development do not only capacitate certain individuals, but it improves the level of service delivery and ensures the socio-economic sustainability of municipalities.

From the LED context in the areas of public administration and management, economics, political sciences, sociology and community development, the set of theoretical propositions contribute to the body of existing knowledge. Furthermore, capacity building will improve multi-stakeholder engagement benefits such as the development of the local economy. These theoretical propositions of this research:

- Is the first Master's degree of this kind in eThekweni Municipality and probably in KwaZulu Natal;
- Has uncovered the importance of multi-stakeholder engagement in LED projects in South African municipalities;
- Has revealed the challenges that hinder multi-stakeholder engagement in the implementation of LED projects;
- Has discovered the need for a localized economy and infrastructural development in eThekweni Municipality in the new millennium; and
- Has proposed several tools or measures to improve multi-stakeholder engagement in the implementation of LED projects.

6.6 The significance of the Study to the Body of Knowledge of multi-stakeholder engagement for Local Economic Development

Bearing in mind the current state and complexity of service delivery in South Africa, such as LED projects, this study provided a detailed perception and justification of the significance and the importance of skilled and informed actors that will improve and maximise the optimum allocation of resources, including the development and the implementation of LED projects. From the data collected, the study suggested the need of shifting from non-participation to active citizen participation. In essence, the study proposed sufficient training and development to empower stakeholders who will contribute positively to LED projects in eThekweni Municipality. The theoretical propositions offered in this study is investing on the development of stakeholders in order to manage their local development initiatives. Additionally, these theoretical propositions can underpin future and related research on multi-stakeholder engagement and LED.

6.7 Overarching Recommendations of the study

The recommendations in the study provided below will assist the municipality. Some of these recommendations focus on LED, while some are directed towards improving multi-stakeholder engagement to ensure the equitable allocation of resources in society.

6.7.1 Recommendation one

Strengthening multi-stakeholder structures: Drawing from the findings of the study, the community participation structures and systems in place are not sufficient. This is caused by various factors that included inadequate training, insufficient resources and limited incentives given to ward committee members in eThekweni Municipality. In that regard, the study recommend need to strengthen the structures. This will enables these structures to ensure effectiveness and efficiency of multi-stakeholder engagement in LED projects in eThekweni Municipality. Based on the current state of multi-stakeholderr engagement in eThekweni Municipality, it is said that some of the stakeholders are not fully involved. By doing so, all stakeholders will participate in all policy-making processes collectively, thus strengthening multi-stakeholder engagement in LED in eThekweni Municipality.

6.7.2 Recommendation two

Supporting the implementation of LED projects from the participatory approach:

Although the findings state that the level of multi-stakeholder engagement is very high, only

political affiliated individuals are more involved in community projects. The study recommends that all stakeholders, including the society, private sector, business forums, local leaders, donors and voluntary organizations should be involved in all projects in the municipality. Essentially, eThekweni Municipality should consistently design a comprehensive mechanism that will continuously support multi-stakeholder engagement in LED projects. The municipality should prioritise and encourage the engagement of stakeholders through structures such as war rooms, izimbizo and community-based planning (CBPs). This will ultimately increase the level of multi-stakeholder engagement in LED projects in eThekweni Municipality.

6.7.3 Recommendation three

Empowerment of local SMMEs in eThekweni Municipality: The literature states that SMMEs play a major role in the country's GDP in South Africa. The findings of the study highlight that eThekweni Municipality is faced with many challenges such as high rates of poverty, unemployment and inequalities. The study recommends that the municipality and private sector should provide funding to emerging SMMEs to support local businesses. The municipality should also provide training to SMMEs to gain relevant business skills such as customer care, financial management, pricing, networking, innovation and sales to ensure growth and sustainability. The government should strive to empower local and emerging businesses to reduce poverty and unemployment. Investing in localised economy and infrastructural development will ensure adequate accessibility to basic resources and improving the living standard of communities.

6.7.4 Recommendation four

Comprehensive re-alignment of the IDP and LED: The identification of communities' basic needs cannot be ignored. This should include, for example, the formulation of CBPs, budget hearings and OSS. Essentially, these platforms encourage the active participation of stakeholders and there is a great need for empowering relevant stakeholders, including society, local leaders, private sectors, donors, voluntary organizations and eThekweni Municipality. Moreover, eThekweni Municipality should continue to fulfil the IDP objectives through LED projects. eThekweni Municipality should develop and design appropriate structures to support multi-stakeholder engagement to address the challenges. Taking into account the findings, the IDP is crucial for all LED projects in eThekweni Municipality in order to improve the quality of communities.

6.7.5 Recommendation five

Making South African municipalities financially viable: The number of LED projects in eThekweni Municipality have been funded by foreign donors over the years. Customarily, LED in most municipalities in South Africa is an unfunded mandate. Apart from the international donors, there some local agencies and entities that play a major role in supporting the implementation of LED strategies in South Africa. In essence, the majority of municipalities in South Africa rely heavily on funding from various entities such as the Department of Trade and Industry (DTI), Department of Economic Development Tourism and Environmental Affairs (EDTEA), Development Bank of South Africa (DBSA), Municipal Infrastructure Grant (MIG) and Equitable Share (ES). According to Kanyane (2014), the lack of financial viability of municipalities is amongst the major challenges in South Africa. Similarly, Nkabane (2016) confirms that the lack of revenue generation at the local government level undermined service provisioning, which ultimately affects welfare of the society. Regarding financial viability, the study recommends that municipalities should have means of generating their own revenue in order to provide basic services for communities. Practically, the proposed recommendation should be based on community resilience to address chronic challenges in the South African perspective.

Municipalities should have the following components:

- The municipality should have the means of a revenue base to ensure financial sustainability;
- To lease or privatise other municipality services to private entities to generate income;
- The end-users should pay reasonable and affordable tariffs for the services that they receive;
- The tourism industry must have robust strategies to attracting more investors;
- Supporting local emerging businesses in order to enhance the localized economy;
- Developing strategies that combat maladministration and corruption at the municipal level; and
- The municipality should have appropriate structures to ensure sound financial management and the proper collection of municipal revenue.

To achieve this, the eThekweni Municipality should understand the importance of financial independence, whereby the municipality will be able to render optimum services to communities due to monies generated from various sources of revenue.

6.8 Limitations of the study

The results may not be comparable to other municipalities in South Africa. Additionally, the findings of the study cannot be generalized. Firstly, the study involves a variety of stakeholders and to secure a gatekeeper's letter from relevant parties was somewhat challenging. Secondly, the data was drawn from a scattered sample, and the collection of data was a challenge sometimes due to the unavailability of the participants. Thirdly, the most notable limitation was time constraints and the lack of resources. In addition, the researcher was self-funded and had to rely on a limited amount of money available due to a lack of funding. Fourthly, some of the respondents in the interviews and focus group discussions were speaking IsiZulu, which required the researcher to translate the responses into English which took much time. Lastly, the researcher used the mixed method design to conduct data and analysed data through thematic analysis and SPSS version 25 to present the findings. As a result, the researcher was a novice and generating themes and using statistical data was a challenge.

Considering the limitation of the study, the study has the potential to be applied in other municipalities and there is need for further research to gain insight into public participation and LED in all South African municipalities. Furthermore, the future studies need to focus on the importance of multi-stakeholder engagement in LED projects in eThekweni Municipality.

6.9 Future Research

Conducting this study has created a great need for further research initiatives. These initiatives are outlined below.

- There was no numerical data to support the concept of multi-stakeholder engagement as an important tool in LED projects from the quantitative data collected from the respondents. Thus, more studies in future should focus in examining the importance of multi-stakeholder engagement in LED projects in South African municipalities.
- The study only focused on LED projects in eThekweni Municipality. The researcher recommends that multi-stakeholder engagement in LED projects needs to be explored further, especially in small municipalities in South Africa.
- The researcher might also suggest that LED projects be integrated with the 2018/2019 eThekweni Municipality IDP by adopting Radical Economic Transformation (RET).

- From a service delivery perspective, using multi-stakeholder engagement, researchers might also examine the usefulness of war rooms, ward committees, CDWs and community mobilizers in the South African context.
- Lastly, future researchers can focus on addressing the challenges that hampers the multi-stakeholder engagement in the implementation of LED projects and provide applicable recommendations.

6.10 Chapter summary

This is the final chapter of the study, with the main aim of exploring the role of multi-stakeholder engagement in LED projects in eThekweni Municipality. Multiple data collection tools were used to gather data, such as interviews, survey questionnaires, focus group discussions and document reviews. This chapter delineated the research objectives and research questions of the study. The chapter discussed the findings based on the research questions and presented feasible recommendations. The study recommended the examination of the importance of multi-stakeholder engagement to service delivery, including LED. The Chapter also provided the limitation of the study and a need for further research. Lastly, the final chapter of this dissertation is concluded by a chapter summary.

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LIST OF APPENDICES :
Appendix A: Consent Letter

CONSENT LETTER

**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE
(HSSREC)**

APPLICATION FOR ETHICS APPROVAL (For research with human participants)

Information Sheet and Consent to Participate in Research

Date:

Greetings,

I am THEMBINKOSI GELVAS MKHIZE (212500943), MADMIN student at the school of Management, IT & Governance, College of Public Governance, University of Kwa-Zulu Natal. My contact details are as follows:

Email: tgmkhize1987@gmail.com/212500943@stu.ukzn.ac.za

Mobile: 073 484 6078

You are kindly requested to consider participating in a research study titled “The role of multi-stakeholder engagement in Local Economic Development (LED) projects: A case of Inanda, Ntuzuma and KwaMashu”. The main aim of the study is ascertain the level of participation amongst various stakeholders pertaining LED projects in eThekwin Municipality. The study is expected to include stakeholders in the area of Inanda, Ntuzuma and KwaMashu Area Based Management (INK) (ABMs). The Researcher shall carry out the interviews with the officials from LED and community participation in the INK). The researcher shall also administer questionnaires and focus group discussions respectively with the area ward committees to gain an in-depth details of the study. Kindly note the following in respect of your participation:

- a. That your participation in this study is voluntary. You have choice to participate or not. You may also withdraw your participation at any given time you wish without giving any reason ;
- b. Your participation is highly confidential and anonymous. No one has the right to know of your participation, the information given will be not be linked to you for any reason except for the purpose of coding;
- c. No incentives, monetary or otherwise, is available to participants and no risk is involved for the participants;
- d. All data, both manual and electronic, will be securely stored during the study and archived for 5 years after which shall be destroyed;
- e. All information given shall be treated with the strict confidentiality and will be analyzed as aggregated statistics data strictly for academic purpose.

Kindly note that this study was approved having been screened by the Ethics Board of the School of Social Sciences, University of Kwa-Zulu Natal in South Africa with approval no.

.....

Considering the foregoing, your honest response to the questions will be highly appreciated.

If you have any doubt, question or concern, you may please, call on the researcher supervisor; Dr Sybert Mutereko (0312607951, 0781933022 & sybert@ukzn.ac.za) or contact:

Mrs. Marriette Snyman

Humanities & Social Sciences Research Ethics Administration

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 400 KwaZulu-Natal, South Africa

Tel: 27 31 260 8350-Fax 27 31 260 4609

Email:Snymanm@ukzn.ac.za

Yours sincerely,

MKHIZE, T.G

Researcher

Appendix B: CONSENT FORM TO PARTICIPATE

Ihave been informed about the study entitled “The role of multi-stakeholder engagement in the Local Economic Development (LED) in eThekweni Municipality: A case of Inanda, Ntuzuma and KwaMashu (INK)” by Thembinkosi Gelvas Mkhize.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I am usually entitled to

If I have any further questions/concerns or queries related to the study I understand that I may contact the researchers at tgmkhize1987@gmail.com; 0734846078 (South Africa) or

My supervisor is Dr. Sybert Mutereko who is located at the School of Management, Information Technology, and Governance, Westville Campus of the University of KwaZulu-Natal.

Contact details: email sybert@ukzn.ac.za or syberm@yahoo.com, Phone number: Tele: +27312607951, Cell: +27781933022

The Humanities and Social Sciences Research Ethics Committee contact details are as follows: Mrs. Merriette Snyman, University of KwaZulu-Natal, Research Office, and Tel: Tel: 27 31 260 8350-Fax 27 31 260 4609

Additional consent, where applicable:

I hereby provide consent to:

Audio-record my interview/ focus group discussion

Yes/No

Signature of the Participant

Date

Signature/Date of Witness (as applicable)

signature of Translator (as applicable)



COMMUNITY PARTICIPATION AND ACTION SUPPORT UNIT

**E1139 Ntombela Road
KwaMashu**

**Region
Acting Regional Co-ordinator
072 265 6234 - Funisu.mzimela@durban.gov.za**

**: North Central
: Funisu Mzimela**

238 Mazisi Kunene RD,
Glenwood Durban 4041
University Of KwaZulu-Natal
18 September 2018

Attention: Research Committee

THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC DEVELOPMENT PROJECTS OF ETHEKWINI MUNICIPALITY

Community Participation and action support unit allows Theminkosi Gelvas Mkhize who is conducting a study titled the role of multi-stakeholder engagement in local economic development projects of eThekweni Municipality. He may interview Community participation staff.

We are looking forward to participate in his research and will support him in giving all assistance he may need to complete his research.

Regards,

Funisu Mzimela
Acting Regional Co-ordinator



**ECONOMIC DEVELOPMENT AND PLANNING
BUSINESS SUPPORT TOURISM AND MARKETS UNIT**

7th Floor, Embassy Building
199 Anton Lembede Street
Durban, 4001
Tel: 031 311 4500, Fax: 031 332 6400
www.durban.gov.za

238 Mazisi Kunene Rd,
Glenwood, Durban, 4041
University of KwaZulu-Natal,

18 September 2018

Attention: Research Committee

**THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC
DEVELOPMENT PROJECTS OF ETHEKWINI MUNICIPALITY.**

Business Support Unit allows Thembinkosi Gelvas Mkhize who is conducting a study titled the role of multi-stakeholder engagement in Local Economic Development projects of EThekweni Municipality. He may interview Business Support staff and our SMMEs at Kwa Mashu Mahawini hive.

We are looking forward to participate in his research and will support him in giving him all the assistance he may need to complete his research.

Regards,


.....
Ayanda Ciliza
Area Manager

Appendix C1: Interview Guide for Ward councillors

<p>Introduction</p>	<p>I am a registered student at the University of KwaZulu-Natal doing Masters in Administration (MAdmin) conducting interviews seeking to ascertain the role of multi-stakeholder engagement in the Local Economic Development (LED) in eThekweni Municipality. I have few questions that I would like to ask you and I want to assure you that the data collected during the interview would be treated with the greatest level of confidentiality. You will have access to the recorded interview if you wish to get it. Your identity cannot be revealed in the study or to anyone else.</p> <p>I request to record the interview so that I would transcribe and be able to action analysis with all other interviews.</p> <p>Is the permission granted?</p>
<p>Particulars of the interview</p>	<p>Race</p> <p>Gender:</p> <p>Age:</p> <p>Ward:</p> <p>Education:</p>

<p>Interview questions and eliciting statements</p>	<ol style="list-style-type: none"> 1. What is the current state of multi-stakeholder engagement in LED projects in eThekwini Municipality? 2. What is the level of multi-stakeholder engagement in the implementation of LED in eThekwini Municipality? 3. What is the impact of LED projects in eThekwini Municipality? 4. To what extent is there any congruence between LED projects and IDP in eThekwini Municipality? 5. What is the role of foreign donors in the implementation of LED projects in eThekwini Municipality?
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Appendix C2: Interview Guide for municipal officials

Interview Guide for LED and community participation officials

Introduction	<p>I am a registered student at the University of KwaZulu-Natal doing Masters in Administration (MAdmin) conducting interviews seeking to ascertain the role of multi-stakeholder engagement in the Local Economic Development (LED) in eThekweni Municipality. I have few questions that I would like to ask you and I want to assure you that the data collected during the interview would be treated with the greatest level of confidentiality. You will have access to the recorded interview if you wish to get it. Your identity cannot be revealed in the study or to anyone else.</p> <p>I request to record the interview so that I would transcribe and be able to action analysis with all other interviews.</p> <p>Is the permission granted?</p>
Particulars of the interview	<p>Race</p> <p>Gender:</p> <p>Age:</p> <p>Occupation:</p> <p>Education:</p>
Interview questions and eliciting statements	<ol style="list-style-type: none"> 1. What is the current state of multi-stakeholder engagement in LED projects in eThekweni Municipality?

	<ol style="list-style-type: none"> 2. What is the level of multi-stakeholder engagement in the implementation of LED in eThekweni Municipality? 3. What is the impact of LED projects in eThekweni Municipality? 4. To what extent is there any congruence between LED projects and IDP in eThekweni Municipality? 5. What is the role of foreign donors in the implementation of LED projects in eThekweni Municipality?
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Appendix C3: Interview Guide for Business Owners & NGOs

Interview Guide for Business Owners & NGOs

Introduction	<p>I am a registered student at the University of KwaZulu-Natal doing Masters in Administration (MAdmin) conducting interviews seeking to ascertain the role of multi-stakeholder engagement in the Local Economic Development (LED) in eThekweni Municipality. I have few questions that I would like to ask you and I want to assure you that the data collected during the interview would be treated with the greatest level of confidentiality. You will have access to the recorded interview if you wish to get it. Your identity cannot be revealed in the study or to anyone else.</p> <p>I request to record the interview so that I would transcribe and be able to action analysis with all other interviews.</p> <p>Is the permission granted?</p>
Particulars of the interview	<p>Gender:</p> <p>Age:</p> <p>Rank:</p> <p>Race:</p> <p>Education:</p> <p>Type of Business:</p> <p>No of employees:</p>

<p>Interview questions and eliciting statements</p>	<ol style="list-style-type: none"> 1. What is the current state of multi-stakeholder engagement in LED projects in eThekwini Municipality? 2. What is the level of multi-stakeholder engagement in the implementation of LED in eThekwini Municipality? 3. What is the impact of LED projects in eThekwini Municipality? 4. To what extent is there any congruence between LED projects and IDP in eThekwini Municipality? 5. What is the role of foreign donors in the implementation of LED projects in eThekwini Municipality
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Appendix D. Questionnaire

Good morning. I am conducting a study on LED with INK community members and I therefore, request you to fill the questionnaire. You do not need to fill your name on the questionnaire. Information provided will be kept confidential and anonymous.

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your response will not be used for any purposes outside of this study.

General instructions for filling questionnaire

The questionnaire has five sections.

Section A

This section deals with demographic information of participants.

Section B

This section deals with the nature of LED projects in eThekweni Municipality. .

Section C

This section deals with the level of multi-stakeholder engagement in the implementation of LED projects in eThekweni Municipality.

Section D

This section deals with the impact of LED projects in eThekweni Municipality

Section E

This section deals with congruence between LED and IDP in eThekweni Municipality.

Section F

This section deals with the role of foreign donors in the implementation of LED projects in eThekweni Municipality.

Section A

Demographic information of participants

To be answered by the community members

Please indicate your response to the following statements. Tick the appropriate box.

A1 RACE

African		Indian		European		Asian		Other	
---------	--	--------	--	----------	--	-------	--	-------	--

A2 GENDER

Male		Female		Other	
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A3 AGE

18-35		36-50		51-65		Over 65	
-------	--	-------	--	-------	--	---------	--

A4 EDUCATION

No formal education		Primary education		Secondary		Post-Matric		degree		Post-graduate	
---------------------	--	-------------------	--	-----------	--	-------------	--	--------	--	---------------	--

A5 OCCUPATION

employed		Self-employed		student		pensioner		unemployed	
----------	--	---------------	--	---------	--	-----------	--	------------	--

Section B

Please indicate your response to the following statements. Tick the appropriate box.

Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
(SD)	(D)	(SWA)	(A)	(SA)

	The nature of LED projects in eThekweni Municipality	SD	D	SWA	A	SA
B1	Are all stakeholders being involved on LED projects in eThekweni Municipality?					
B2	Does eThekweni Municipality advocate active multi-stakeholder engagement					
B3	Does public meetings (Izimbizo) used as a tool for effective multi-stakeholder engagement in eThekweni Municipality.					
B4	Does public media platforms used as a tool for effective multi-stakeholder engagement in eThekweni Municipality.					
B5	Does war rooms used as a tool for effective multi-stakeholder engagement in eThekweni Municipality.					
B6	Does mayoral road shows used as a tool for effective multi-stakeholder engagement in eThekweni Municipality					

Section C

The level of multi-stakeholder engagement						
		SD	D	SWA	A	SA
C1	The citizens take decisions in the LED projects in eThekweni Municipality?					
C2	The delegation of power shared with other formal and informal structures in the LED projects in eThekweni Municipality. EG. Traditional leadership, Community Development Workers (CDWs) ward committees, interest and pressure groups.					
C3	The room for partnership between various actors in the LED projects in eThekweni Municipality?					
C4	The community have platforms to air their concerns and thoughts regarding LED projects in eThekweni Municipality.					
C5	The regular consultation of community about funds available and allocated for LED projects in eThekweni Municipality?					

C6	Do municipality provide information to relevant stakeholders pertaining for LED projects in eThekwini Municipality?					
C7	Do the elite groups have programmes to educate and enable the “have nots” regarding LED projects in eThekwini Municipality?					
C8	At any point has been decisions taken by council or the executive of the municipality without the proper consultation with communities regarding LED projects in eThekwini Municipality?					

Section D

The impact of LED projects in eThekwini Municipality						
		SD	D	SWA	A	SA
D1	The LED projects in eThekwini Municipality has been very successful in poverty alleviation.					
D2	The LED projects in eThekwini Municipality has been very successful in job creation.					
D3	The LED projects in eThekwini Municipality has been very successful in skills development.					
D4	The LED projects in eThekwini Municipality has been very successful in women and youth empowerment.					
D5	The LED projects in eThekwini Municipality has been very successful in fostering Broad-Base Black Economic Empowerment (BBBEE).					

Section E

The congruence between LED and IDP in eThekwini Municipality.						
		SD	D	SWA	A	SA
E1	In eThekwini Municipality is there a congruence between LED and IDP.					

E2	Is the IDP and LED has cross-cutting elements to address the challenges in eThekwini Municipality.					
E3	Do you think that the municipal officials and political heads understand the significance of IDP/LED in eThekwini Municipality					
E4	Under section .26 of Local Government Municipal Systems Act of 2000, that amongst other things the local officials should review IDP yearly and after five years to ensure that the LED goals are met. Is this happening in eThekwini Municipality?					

Section F

The role of foreign donors in the implementation of LED projects in eThekwini Municipality						
		SD	D	SWA	A	SA
F1	The international donors has been mainly provide financial support.					
F2	The international donors has been mainly provide consultation and advisory.					
F3	The international donors has been mainly provide training and development.					

Appendix E: Focus Group Guide

Appendix F1: Recruitment letter for interviews



School of Management, IT and Governance

Dear eThekweni Municipality employee(s)/official (s)

RE: INVITATION TO PARTICIPATE IN A STUDY: THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC DEVELOPMENT PROJECTS IN ETHEKWINI MUNICIPALITY.

The above matter bears reference;

As an employee of eThekweni Municipality, you are invited to take part in the above mentioned study. You have been selected for this interview because you work for the eThekweni Municipality. Your participation will involve giving responses to interview questions regarding the role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekweni Municipality. The interview will take you about 30+ minutes. Your participation is valued and would enrich the study as I will draw on your insights and experiences to understand role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekweni Municipality

Regards.

.....

Thembinkosi Gelvas Mkhize

0734846078

Email: tgmkhize1978@gmail.com

Appendix F2: Recruitment letter for interviews



School of Management, IT and Governance

Dear Ward Councilor (s)

RE: INVITATION TO PARTICIPATE IN A STUDY: THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC DEVELOPMENT PROJECTS IN ETHEKWINI MUNICIPALITY.

The above matter bears reference;

As the ward councilor in the area of INK, you are invited to take part in the above mentioned study. You have been selected for this interview because you work for the eThekwini Municipality. Your participation will involve giving responses to interview questions regarding the role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekwini Municipality. The interview will take you about 30+ minutes. Your participation is valued and would enrich the study as I will draw on your insights and experiences to understand role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekwini Municipality

Regards.

.....

Thembinkosi Gelvas Mkhize

0734846078

Email: tgmkhize1978@gmail.com

Appendix F3: Recruitment letter for interviews



School of Management, IT and Governance

Dear Sir/Madam

RE: INVITATION TO PARTICIPATE IN A STUDY: THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC DEVELOPMENT PROJECTS IN ETHEKWINI MUNICIPALITY.

The above matter bears reference;

As a NGO or business owner, you are invited to take part in the above mentioned study. You have been selected for this interview because you work for the eThekwini Municipality. Your participation will involve giving responses to interview questions regarding the role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekwini Municipality. The interview will take you about 30+ minutes. Your participation is valued and would enrich the study as I will draw on your insights and experiences to understand role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekwini Municipality

Regards.

.....

Thembinkosi Gelvas Mkhize

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Email: tgmkhize1978@gmail.com

Appendix F4: Invitation to participate in the study



School of Management, IT and Governance

Dear INK Community member

RE: INVITATION TO PARTICIPATE IN A STUDY: THE ROLE OF MULTI-STAKEHOLDER ENGAGEMENT IN LOCAL ECONOMIC DEVELOPMENT PROJECTS IN ETHEKWINI MUNICIPALITY.

As a community members of Inanda, Ntuzuma and KwaMashu (INK), you are reminded that Mr. T.G Mkhize will issue you with questionnaire to fill so as to take part in the above mentioned study. You have been selected for this survey because you reside in INK. Your participation will involve giving responses to a questionnaire regarding the role of multi-stakeholder engagement in Local Economic Development (LED) projects in eThekwin Municipality. The survey would take between 30 and 40 minutes of your time. Your participation is valued and would enrich the study as I will draw on your insights and experiences to understand the role of multi-stakeholder engagement in local economic development projects in eThekwin Municipality.

Regards

.....

Thembinkosi Gelvas Mkhize

0734846078

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This dissertation research is supervised by Dr. Sybert Mutereko (sybert@ukzn.ac.za) under the auspices of the University of KwaZulu-Natal, School of Management, Information Technology and Governance, Discipline of Public Governance.